

NATIONAL TRANSPORTATION SAFETY BOARD

-----:  
 IN RE: :  
 :  
 THE EL FARO INCIDENT OFF THE: NTSB Accident No.  
 COAST OF THE BAHAMAS ON : DCA16MM001  
 OCTOBER 1, 2015 :  
 :  
 -----:

INTERVIEW OF: LEE PETERSON

Wednesday,  
 October 14, 2015

Marriott Hotel  
 Jacksonville, Florida  
 USCG Seventh District Command Center  
 Miami, Florida

BEFORE:

TOM ROTH-ROFFY, Investigator-in-charge, NTSB  
 CARRIE BELL, NTSB  
 MIKE KUCHARSKI, NTSB  
 BRIAN YOUNG, NTSB  
 [REDACTED] U.S. Coast Guard  
 [REDACTED] U.S. Coast Guard  
 LOUIS O'DONNELL, ABS  
 LCDR [REDACTED] U.S. Coast Guard  
 MELISSA SERRIDGE, TOTE Services  
 AL SHEPHERD, ABS  
 KEVIN STITH, TOTE Services  
 JIM FISHER-ANDERSEN, TOTE Services

PRESENT ON BEHALF OF THE INTERVIEWEE:

GIL FELTEL, ESQ., Tanner Bishop

This transcript was produced from audio provided by the  
 National Transportation Safety Board.

1 P-R-O-C-E-E-D-I-N-G-S

2 (1:16 p.m.)

3 MR. KUCHARSKI: Good afternoon, everyone.  
4 Thank you for being here. The reason we're here is to  
5 interview Lee Peterson. Mr. Peterson will be  
6 interviewed in reference to the El Faro incident which  
7 recently occurred.

8 Mr. Peterson, before I go through some of  
9 the pro forma, if you will, do you mind if I record  
10 this interview?

11 MR. PETERSON: I don't mind.

12 MR. KUCHARSKI: Thank you. The purpose of  
13 this investigation is to increase safety, not to assign  
14 fault, blame, or liability. The NTSB cannot offer any  
15 guarantee of confidentiality or immunity from legal or  
16 certificate actions. A transcript or summary of the  
17 interview will go into the public docket.

18 Now, if you tell me so or you let us know, I  
19 say us, NTSB, through your representative, if you let  
20 us know that you would like to review that transcript,  
21 we'll be more than glad to provide you a copy before it  
22 is put into the docket, so you have an opportunity to  
23 correct any glaring problems that we have with the  
24 transcription.

25 MR. PETERSON: Okay, I understand.

1 MR. KUCHARSKI: You're allowed to have one  
2 personal representative of your choice. Do you have a  
3 personal representative here?

4 MR. PETERSON: I do.

5 MR. KUCHARSKI: Okay. We will shortly go  
6 around the room to identify everyone. The  
7 representative may be an attorney, not required to be  
8 an attorney. The representative may not testify on  
9 your behalf, but you're welcome to consult your  
10 personal representative before you answer.

11 The representative comments should be  
12 limited. Legal evidentiary objections are not grounds  
13 for us asking the questions, from refraining from  
14 asking and asking for you to reply. Any questions so  
15 far?

16 MR. PETERSON: No.

17 MR. KUCHARSKI: The NTSB is an independent  
18 agency. I think you probably heard this. We're  
19 charged by Congress for determining probable cause. We  
20 have no regulatory or enforcement powers.

21 We have a party system, as you probably are  
22 well aware, and there are many party members that  
23 participate in our groups. We're formed at different  
24 groups.

25 The reason we're doing this investigation,

1 it's fact finding. We analyze, we determine probable  
2 cause, and will likely, very likely for the magnitude  
3 of this incident, we will have recommendations.

4 Please just answer to the best of your  
5 knowledge. If you don't know, that's fine. And if you  
6 want to revisit a question or an answer, that's fine.  
7 That's fine.

8 I would ask if there's any, it's not try to  
9 deceive you or get a certain answer. If the line of  
10 questioning or whatever is confusing, ask to rephrase  
11 whatever it may be or we can go off the record.

12 I've gone back off the record quite a while  
13 and gone back on because it was obvious when I talked  
14 everybody thought, maybe the answer was confusing based  
15 on how I formed the question, so that's fine.

16 After the interview, there is the chance  
17 that you will be re-interviewed again, so I'll ask if  
18 you have any information, you know how to contact me,  
19 it would be helpful.

20 MR. PETERSON: Okay.

21 MR. KUCHARSKI: Any questions so far?

22 MR. PETERSON: No, sir.

23 MR. KUCHARSKI: All right. So let's go  
24 around the room, starting on your right, proceed around  
25 clockwise.

1 MR. FELTEL: Gilbert Feltel, Tanner Bishop  
2 law firm here as Mr. Peterson's representative.

3 MR. O'DONNELL: Louis O'Donnell, ABS, part  
4 of the engineering group.

5 MR. YOUNG: Brian Young, NTSB, engineering  
6 group chairman.

7 MS. BELL: Carrie Bell, NTSB, human  
8 performance group chairman.

9 MR. [REDACTED] [REDACTED] [REDACTED] Coast Guard  
10 civilian investigator, human performance group.

11 MS. SERRIDGE: Melissa Serridge, TOTE  
12 Services, human performance group.

13 MR. STITH: Kevin Stith, TOTE Services,  
14 operation group.

15 MR. SHEPHERD: Al Shepherd, American Bureau  
16 of Shipping, participating with the human performance  
17 group.

18 MR. [REDACTED] [REDACTED] [REDACTED] with the Coast  
19 Guard, operations group.

20 MR. [REDACTED] [REDACTED] [REDACTED] U.S. Coast Guard with  
21 the engineering group.

22 MR. ROTH-ROFFY: Good afternoon. Tom Roth-  
23 Roffy, National Transportation Safety Board,  
24 investigator in charge.

25 MR. KUCHARSKI: And to the group as a whole,

1 as we did in our last interview, I'd like to ask the  
2 question, we'll solicit the answer, and then if there  
3 are any follow-on questions to that particular answer,  
4 let's try to limit to that particular and then I'll  
5 open it up at the end if there are any general  
6 questions.

7 Mr. Peterson, and let me note the time if I  
8 haven't. It's now 1321. Mr. Peterson, would you spell  
9 your full name for us?

10 MR. PETERSON: Sure. Kenneth Lee Peterson,  
11 that's K-E-N-N-E-T-H, L-E-E, P-E-T-E-R-S-O-N.

12 MR. KUCHARSKI: Thank you. Mr. Peterson,  
13 would you tell us what your position is at TOTE?

14 MR. PETERSON: I'm the director of marine  
15 services.

16 MR. KUCHARSKI: You're the director of, I'm  
17 sorry?

18 MR. PETERSON: Marine services.

19 MR. KUCHARSKI: Marine services, okay. And  
20 the entity that this is, could you give us the full  
21 name of the entity?

22 MR. PETERSON: TOTE Services, Inc.

23 MR. KUCHARSKI: Great. Would you tell us  
24 about your background, your marine-related background  
25 that prepared you for your current position?

1 MR. PETERSON: Sure. I'm a 1979 graduate,  
2 the U.S. Merchant Marine Academy. I sailed with MEBA  
3 out of the Hall (phonetic) immediately out of school,  
4 and in about 1988 I was offered a permanent first job  
5 on the Sea-Land Voyager I took and I continued to sail  
6 for Sea-Land until I quit sailing in 2003. I sailed  
7 chief for about the last five years of that.

8 Concurrent with that and in 1988, I went  
9 into business with two other gentlemen. We started up  
10 Pacific Marine Surveys. We did condition valuation,  
11 on-hires, off-hires, damage surveys.

12 That morphed into, when one of the gentlemen  
13 left to go to work for Foss two years later, we changed  
14 the name of the company to McDonnell and Peterson and  
15 our focus was on steam turbine mechanical drive  
16 systems, mainly marine, some shoreside stuff. But that  
17 company, when I quit sailing in 2003, went full time  
18 into that and that company, that relationship was  
19 continued until 2010.

20 Sea Star was, initially TOTE was one of our  
21 customers and then they asked us to come down and do  
22 the Sea Star ships starting in about 2000, so we were  
23 their representative for any work done on the steam  
24 turbines and mechanical drive systems, the power  
25 generation systems that had to do with anything with

1 steam turbines on the ships.

2 In 2010, the AVP with Sea Star asked me if  
3 I'd like to come down and be a port engineer for it.  
4 So I took that job. I started that job in August of  
5 2010.

6 In 2011, towards the fourth quarter 2011  
7 November, they had a reorganization of the company  
8 where the engineering group was now part of the Totem  
9 Ocean so I was left as the single representative down  
10 here in Jacksonville for those ships.

11 I was offered my current position in late  
12 2013 when it started in January of 2014.

13 MR. KUCHARSKI: We had someone just enter  
14 the room after we gave the introductions. Would you  
15 mind introducing yourself, please?

16 MR. FISKE-ANDERSEN: Jim Fiske-Andersen  
17 with TOTE Services and part of the NTSB engineering  
18 group.

19 MR. KUCHARSKI: Thank you. Mr. Peterson,  
20 you stated your position as director of marine  
21 services, is that correct?

22 MR. PETERSON: Correct.

23 MR. KUCHARSKI: Let me just take a moment.  
24 Could everyone make sure that their alarms or cell  
25 phones are silenced, please? Thank you.



1 I think you've seen this. I think you may  
2 have actually given me this organizational chart. You  
3 sent it.

4 MR. PETERSON: Yes, sir.

5 MR. KUCHARSKI: According to this, it says  
6 you're director, safety and services.

7 MR. PETERSON: Correct.

8 MR. KUCHARSKI: Is that incorrect?

9 MR. PETERSON: Yes, it is. My title is  
10 director of marine services.

11 MR. KUCHARSKI: Okay. And could you tell me  
12 or tell us what your job entails as director of marine  
13 services?

14 MR. PETERSON: I've got John Lawrence with  
15 the safety department is under me and I also have the  
16 purchasing department. I'm the IT liaison with our  
17 provider also.

18 My main focus actually for the last year has  
19 been on the LNG bunkering. I'm the team lead for that,  
20 for the TOTE team coming up with a solution for  
21 bunkering our ships when they get into Jacksonville and  
22 that's been my biggest focus over the last year.

23 MR. KUCHARSKI: And when you say that's been  
24 your biggest focus or your main focus over the last  
25 year, the LNG bunkering, is that related to some of the

1 ships that you have coming in or --

2 MR. PETERSON: Correct. The new ships that  
3 are coming in, it was a chicken and egg situation  
4 where, you know, the infrastructure for LNG bunkering  
5 versus having a ship that burns LNG, so we had to come  
6 up with an interim solution.

7 Eventually the ships will be bunkered by  
8 barge and a liquefaction plant is currently being built  
9 in Jacksonville. That will be up and running in the  
10 fourth quarter of next year.

11 But for that year, we needed to come up with  
12 a solution for bunkering these ships with LNG, so we've  
13 come up with a design for bunkering them with ISO  
14 tanks. We've purchased 25 ISO tanks. They have a  
15 little bit of a custom design to them and a 53-foot  
16 skid that is equipped with pumps to discharge those ISO  
17 tanks onto the ship. So it's been a lot of regulatory,  
18 a lot of involvement with the Coast Guard, and then  
19 just getting the designs together.

20 MR. KUCHARSKI: I'm going to stop here  
21 briefly and ask the group, just on his job description,  
22 okay, I have questions for his reports, direct, but  
23 just on his job description, does anybody have any  
24 question to that? [REDACTED]

25 MR. [REDACTED] [REDACTED] [REDACTED] Coast Guard.

1 This organization chart was updated or it looks like  
2 the date on it is March of 2015. Would that be  
3 correct?

4 MR. PETERSON: That sounds right.

5 MR. [REDACTED] How much of your, in your job  
6 as director of marine services, how much of your job is  
7 taken up by the LNG products by percentage of time?

8 MR. PETERSON: Right now I'd say probably 85  
9 percent.

10 MR. [REDACTED] Does anybody backfill your  
11 responsibilities that have been taken up by the LNG  
12 project?

13 MR. PETERSON: No. No.

14 MR. [REDACTED] Does anybody provide  
15 assistance to you in managing, not entirely, but some  
16 of the projects you previously were involved with?

17 MR. PETERSON: Well, the projects previous  
18 were with John and his group. You know, we've been  
19 going through the manuals and updating on a regular  
20 basis.

21 But the way our office is laid out, I've got  
22 John and Patty sitting right in front of me. These are  
23 all cubicles, so there's a constant communication back  
24 and forth on anything that's happening. John will yell  
25 over to me do you want to be copied in on this email?

1 Do you want -- So there is that constant communication  
2 in there.

3 But they're a pretty self-sufficient group,  
4 as is purchasing. Our purchasing manager is fantastic,  
5 and there really isn't a lot of guidance needed with  
6 those people.

7 MR. KUCHARSKI: Just for a point of  
8 clarification, this is Mike Kucharski again, could you  
9 tell us who you mean by John and Patty?

10 MR. PETERSON: Sure. John Lawrence and  
11 Patty Finsterbusch.

12 MR. KUCHARSKI: Thank you. [REDACTED] did you  
13 have --

14 MR. [REDACTED] [REDACTED] [REDACTED] with the Coast  
15 Guard. So the LNG project, how long have you been  
16 involved this much? You said 85 percent. Would this  
17 have been the last year? Can you give us a time frame  
18 you've been engaged in that project?

19 MR. PETERSON: I've been engaged with the  
20 project since just about the beginning of my job.  
21 Initially it was going out for finding sources for LNG.  
22 It's ramped up probably since about January. Before  
23 that it was probably a good half of my job.

24 MR. [REDACTED] Then when you say beginning of  
25 my job, what would be the time frame where 85 percent

1 of your time, approximately --

2 MR. PETERSON: I'd say since about last  
3 January.

4 MR. [REDACTED] So January '15?

5 MR. PETERSON: Of this year. Of this year,  
6 yes.

7 MR. [REDACTED] Thank you very much.

8 MR. PETERSON: Yes.

9 MR. SHEPHERD: Al Shepherd, American Bureau  
10 of Shipping. Lee, just one question. It came up  
11 yesterday in our interview with John Lawrence. You're  
12 also the assistant designated person, is that correct?

13 MR. PETERSON: Yes.

14 MR. SHEPHERD: Okay. Thank you.

15 MR. KUCHARSKI: Mr. Peterson, would you  
16 remind me again when you started in this position, how  
17 long ago?

18 MR. PETERSON: Would have been January of  
19 2014.

20 MR. KUCHARSKI: Could you tell me who you  
21 report to directly?

22 MR. PETERSON: Phil Greene, president.

23 MR. KUCHARSKI: And could you tell us who  
24 are your direct reports? Who reports to you?

25 MR. PETERSON: John Lawrence and Lisa Gee,

1 G-E-E.

2 MR. KUCHARSKI: And Lisa Gee is?

3 MR. PETERSON: Excuse me, purchasing  
4 manager.

5 MR. KUCHARSKI: Okay, I see a position in --  
6 okay, I see. Contracts manager, does that report to  
7 you?

8 MR. PETERSON: No. No.

9 MR. KUCHARSKI: So would you tell us over  
10 the past, well, actually now that you've mentioned that  
11 you had ramped up 85 percent, so prior to January,  
12 could you tell us your daily, day-to-day type  
13 activities?

14 MR. PETERSON: Working the emails. There  
15 was a lot of IT issues when we first moved into this  
16 office. I was the guy who was down here in  
17 Jacksonville while we were getting ready to get in the  
18 office.

19 So the company was still up in New Jersey  
20 until, I believe it was about June I want to say. We  
21 didn't actually get into the office until July but we  
22 were working out of the Sea Star offices for about a  
23 month I believe.

24 MR. KUCHARSKI: July of last year?

25 MR. PETERSON: Of '14. Of '14. So it was

1 ramping up the office. There was a lot of new people.  
2 We had the purchasing group that was all new coming  
3 into this. Patty and John were new to the  
4 organization. So it was a lot of just getting people  
5 up to speed, making sure everybody understood what  
6 their duties are.

7 MR. KUCHARSKI: So before January, it was  
8 mainly just getting this up to speed?

9 MR. PETERSON: Yes, getting that up and  
10 going and there was a lot of, there was still this LNG  
11 element going on. We had requests for proposals out  
12 for people to provide the LNG for us, so there was a  
13 bit of travel involved.

14 MR. KUCHARSKI: So as director of marine  
15 services, do somehow the ships' needs come in through  
16 your office in any way, shape, or form?

17 MR. PETERSON: Not directly. It would be  
18 through my reports.

19 MR. KUCHARSKI: But you would oversee the  
20 direct reports?

21 MR. PETERSON: Being Lisa Gee and John.

22 MR. KUCHARSKI: And John, right. And then  
23 after the January 1st, you said about 85 percent of  
24 your daily workload or your main focus was on the LNG  
25 bunkering?

1 MR. PETERSON: Yes, and that's what it's  
2 ramped up to be currently is where I was at. So I  
3 don't know if, I would say 85 percent starting in  
4 January but I was part of that LNG team. And when the  
5 lead on that quit, they gave me the lead so it ramped  
6 up pretty quick.

7 MR. KUCHARSKI: And who was the lead that  
8 quit?

9 MR. PETERSON: He worked for Moffatt Nichol.  
10 He didn't work for our company. His name was Cox. I  
11 don't remember what his first name is now off the top  
12 of my head. Richard Cox.

13 MR. KUCHARSKI: And I'm sorry, he worked for  
14 who?

15 MR. PETERSON: Moffatt Nichol.

16 MR. KUCHARSKI: Going to pause there. Any  
17 questions from around the room?

18 MS. BELL: Carrie Bell, NTSB. I noticed on  
19 the org chart there is a position under John Lawrence  
20 called safety and ops coordinator and it looks like  
21 it's to be determined. It's not filled already?

22 MR. PETERSON: That was a proposal we were  
23 looking into. It has not been. It has not been  
24 filled.

25 MS. BELL: What kind of position is that?



1 MR. PETERSON: We were thinking about  
2 somebody just to handle the updating of our safety  
3 management system documents in more of an admin  
4 position.

5 MS. BELL: Okay, and so who currently does  
6 that?

7 MR. PETERSON: Well, that's spread out  
8 between Patty and John and some other people in the  
9 office.

10 MS. BELL: Okay, thank you.

11 MR. PETERSON: Yes.

12 MR. [REDACTED] Coast Guard.  
13 Could you give me the, you said John Lawrence was a new  
14 hire, relatively speaking.

15 MR. PETERSON: Since we moved down from New  
16 Jersey, right.

17 MR. [REDACTED] Okay. Could you describe for  
18 me what the position description was for his job when  
19 you advertised that job?

20 MR. PETERSON: It was for someone to do the  
21 safety and compliance, basically the same job he had  
22 had before. I mean, we'd have to pull out what the job  
23 description was at the time.

24 MR. [REDACTED] And could you go a little  
25 deeper into the safety and compliance?

1 MR. PETERSON: Managing the safety  
2 management system, taking care of that. He also  
3 oversees some of the ISO operation for the company on  
4 that side, being the designated person in the job  
5 descriptions that he's got.

6 MR. [REDACTED] Did his job description, did  
7 the position description for that job include oversight  
8 of nautical operations?

9 MR. PETERSON: No.

10 MR. [REDACTED] Thank you.

11 MR. ROTH-ROFFY: I'm sorry, just to follow  
12 up what [REDACTED] said. [REDACTED] you said that -- Tom Roth-  
13 Roffy, NTSB. You said the job description at the time  
14 did not include oversight of nautical operations. Does  
15 it currently have?

16 MR. PETERSON: No. No, sir.

17 MR. ROTH-ROFFY: So he is not responsible  
18 for that function?

19 MR. PETERSON: No. No. I mean, it's a  
20 small company so he's there as a resource for anybody  
21 who needs it. Just as Phil was talking earlier, it's a  
22 resource for us.

23 Like I say, it's a small company. We  
24 encourage the crew to reach out to whoever they want.  
25 They'll usually copy in the port engineer so that they

1 know what's going on, but.

2 MR. ROTH-ROFFY: And I believe Mr. Morrell  
3 also mentioned a port captain. Is that another  
4 position?

5 MR. PETERSON: Yes. That's Eunice Cadorette  
6 Young. I might not be pronouncing, I didn't quite get  
7 that right. She's a port captain for the SBX-1. That  
8 was talked about before, that that's a one-off  
9 (phonetic) and that's a government requirement to have  
10 a port captain for those.

11 But it's not, we're required to have that  
12 position but it really doesn't fill all that time so  
13 she has the opportunity to help out with other tasks as  
14 needed.

15 MR. ROTH-ROFFY: And do you have any idea  
16 what government requirement requires such a position,  
17 port captain?

18 MR. PETERSON: I could not tell you. I  
19 could not tell you.

20 MR. ROTH-ROFFY: Who would in the  
21 government, is it maritime's inspiration (phonetic) or  
22 MSC or --

23 MR. PETERSON: That's an MSC.

24 MR. ROTH-ROFFY: And can you provide the  
25 contact, point of contact information or name of that

1 person at MSC that perhaps would have some knowledge of  
2 that requirement of port captain?

3 MR. PETERSON: Sure. We can get that.

4 MR. ROTH-ROFFY: Okay.

5 MR. [REDACTED] Follow up. [REDACTED] [REDACTED]  
6 Coast Guard. So who in the company does formally  
7 provide oversight for nautical operations?

8 MR. PETERSON: There is no one in the  
9 company that formally provides oversight for nautical.  
10 We depend on the captains to take on that role.

11 MR. [REDACTED] Okay. Thank you.

12 MR. KUCHARSKI: General questions on  
13 structure or job description and job, his daily duties?  
14 Mr. Peterson --

15 MR. PETERSON: Yes, sir.

16 MR. KUCHARSKI: -- do you also, as part of  
17 your duties, sit in on the shoreside safety meetings?

18 MR. PETERSON: Yes.

19 MR. KUCHARSKI: Okay, I'll come back to the  
20 shoreside safety meetings. I just wanted to --

21 MR. PETERSON: Yes, I do.

22 MR. KUCHARSKI: -- identify if you did.

23 MR. PETERSON: Yes, I do.

24 MR. KUCHARSKI: Yes, that was Mike Kucharski  
25 asking the questions. Any other duties that you can

1 think of that you perform? Not day-to-day now. I said  
2 day-to-day before, other duties maybe that you're part  
3 of.

4 MR. PETERSON: No.

5 MR. KUCHARSKI: Do you get involved at all  
6 with the evaluation of people or the review of the  
7 evaluations?

8 MR. PETERSON: Just within the company, my  
9 reports.

10 MR. KUCHARSKI: Just of your reports?

11 MR. PETERSON: Just my reports.

12 MR. KUCHARSKI: How about the shipboard  
13 personnel?

14 MR. PETERSON: Not anymore. I did when I  
15 was port engineer but I don't now.

16 MR. KUCHARSKI: Thank you. I think we have  
17 a very good overview of TOTE Services now so I don't  
18 think I'll continue on them.

19 The purchasing people that you have under  
20 you, do they purchase solely for the ships or do they  
21 also purchase for the office or shoreside type?

22 MR. PETERSON: They purchase for the office  
23 but, like I said, it's a very small office so it's  
24 pretty minimal as far as the time that they put out for  
25 that.

1 MR. KUCHARSKI: How about for any of the  
2 TOTE Maritime-type operations? Do they have any  
3 collateral purchasing for them?

4 MR. PETERSON: Shoreside you're talking?

5 MR. KUCHARSKI: Yes.

6 MR. PETERSON: No. No. It's strictly the  
7 vessels.

8 MR. KUCHARSKI: Strictly the vessels. Okay.  
9 Questions on purchasing or --

10 MR. YOUNG: Brian Young with the NTSB. Is  
11 there one purchasing agent for all your vessels?

12 MR. PETERSON: No, we have the, you got the  
13 org chart in front of you as far as what the actual  
14 numbers are, but we have three people that actually do  
15 purchasing. There's an assistant manager, an invoice  
16 processor.

17 So she has the ships divided up between the  
18 -- and it's not just the Totem ships. So we've got the  
19 ARC (phonetic) ships as well as the MSC and the  
20 Mirrorhead (phonetic). Now, of course, the MSC and  
21 Mirrorhead generally aren't going anywhere so there's  
22 not quite as, they're not quite as intense.

23 But the general process from her side, she  
24 has each of these purchasing technicians assigned to a  
25 certain ship and they communicate with the ship

1 directly. If the chief, major, captain or chief  
2 engineer have a part that they're not getting, they  
3 don't hesitate to -- And it's a good relationship and  
4 these people really do care about making sure that they  
5 keep these guys happy. And I'm all over that because  
6 of my background. I've been on the other side, so they  
7 understand where that's coming from too.

8 But everything funnels through our, for the  
9 Sea Star operation, for the TOTE Maritime Puerto Rico  
10 operation, it all funnels through our warehouse that's  
11 about a mile away from the port.

12 We have a dedicated warehouse man that's out  
13 there and he will actually receive those parts. He  
14 writes down what he's received and sends it off to Lisa  
15 Gee for her tracking purposes. That is not considered  
16 received on the ship though.

17 So then he actually delivers the parts to  
18 the ship and then they will go back into EMOS  
19 (phonetic) and do the actual receipt part so that the  
20 invoice processor knows that he can pay the invoice.

21 MR. YOUNG: Thank you.

22 MS. BELL: Carrie Bell, NTSB. I'm sorry to  
23 go back to the org chart but I have another question  
24 there. I notice that there's a dotted line that goes  
25 from the VP of marine operations to the assistant

1 manager of safety and ops.

2 MR. PETERSON: Patty, yes.

3 MS. BELL: Can you explain that?

4 MR. PETERSON: Absolutely. Yes, absolutely.

5 Patty was originally brought -- This was another one of  
6 these government contracts like with required to have a  
7 port captain. We're required to have a property  
8 manager for the, our other, the Wheeler, right, for the  
9 other MSC ship. So and it's really minimal time. So  
10 that's what the dotted line is. Because the Wheeler is  
11 underneath Mitch Walker being a government ship so  
12 that's --

13 MS. BELL: So she reports up to him on just  
14 that --

15 MR. PETERSON: Just for that job, yes.

16 MS. BELL: Okay. Thank you.

17 MR. [REDACTED] [REDACTED] [REDACTED] Just a  
18 clarification. Is the Wheeler the dredge Wheeler or is  
19 that the gas pipeline?

20 MR. PETERSON: It's the one for sending the  
21 gas.

22 MR. [REDACTED] The gas. All right, thank  
23 you.

24 MR. PETERSON: Yes. Right.

25 MR. [REDACTED] The General Wheeler or the



1 Wheeler?

2 MR. PETERSON: I'm not sure what the  
3 official name, what's in front, there is some --

4 PARTICIPANT: USNS Wheeler.

5 MR. PETERSON: Is that it?

6 (Simultaneous speaking)

7 MR. KUCHARSKI: Excuse me, excuse me.

8 MR. PETERSON: Sorry.

9 MR. KUCHARSKI: Please, before you just  
10 blurt anything out, identify yourself so we have this  
11 for the record. Anybody like to speak?

12 MR. [REDACTED] [REDACTED] Coast Guard. I  
13 understand it's the gas tank pipeline?

14 MR. PETERSON: Right. Right.

15 MR. [REDACTED] Thank you.

16 MR. KUCHARSKI: Go around the room. Anybody  
17 else?

18 So if I understand correctly, purchasing  
19 covers all the ships, government, commercial, all the  
20 ships.

21 MR. PETERSON: Correct. We do not do the  
22 Pasha (phonetic) ships. We only do the crewing for  
23 those, but we do all the other ships.

24 MR. KUCHARSKI: Okay, and by the  
25 organization chart here, I see three buyers, one

1 invoice processor, and one invoice processor TBD  
2 (phonetic).

3 MR. PETERSON: One of the people that are  
4 over on the billing side, she works a good part of her  
5 time with Lisa's department in addition to that.

6 MR. KUCHARSKI: Thank you. Do you have any,  
7 do you review any of the master's decisions?

8 MR. PETERSON: No, I do not. Well, what do  
9 you mean by master decisions?

10 MR. KUCHARSKI: Anything safety related.

11 MR. PETERSON: I do not review as far as an  
12 official signature on them or anything like that. I do  
13 review, they send their safety minutes in and they have  
14 their regular log sheets with the company on a myriad  
15 of things, medical logs.

16 But the security logs, all those kind of  
17 things, they'll come across in my emails but I don't do  
18 anything official with them as far as signing off on  
19 them or anything like that. It's just an awareness for  
20 me. Just an awareness.

21 MR. KUCHARSKI: And why is it an awareness?  
22 Why do they make that awareness to you?

23 MR. PETERSON: Because most of those things  
24 go out to the ops group which, and I'm just on that  
25 distribution list.

1 MR. KUCHARSKI: I see.

2 MR. PETERSON: It's not specifically to me.

3 MR. KUCHARSKI: You mentioned that your  
4 title, I may go back to that a number of times, marine  
5 services, but the manager of safety is a direct report  
6 to you, correct?

7 MR. PETERSON: Correct.

8 MR. KUCHARSKI: So would, then, safety fall  
9 under, shipboard safety fall under your purview?

10 MR. PETERSON: My department.

11 MR. KUCHARSKI: Yes.

12 MR. PETERSON: Right. Right.

13 MR. KUCHARSKI: How are you compensated for  
14 your employment?

15 MR. PETERSON: Salary. I mean --

16 MR. KUCHARSKI: Yes, how are you, are you  
17 salary? Are you salaried? Do you --

18 MR. PETERSON: I am salaried, yes.

19 MR. KUCHARSKI: Do you get a bonus?

20 MR. PETERSON: Yes.

21 MR. KUCHARSKI: What's that tied to?

22 MR. PETERSON: They've got a performance  
23 matrix that includes safety as being part of that.  
24 Now, I haven't seen it for this last year, what exactly  
25 was involved with.

1 I know with Sea Star there was, no, I know  
2 in ours too. It's a reduction in the incidents we  
3 have, so it's the rates for lost time and reportable  
4 per whatever that, however they do that for so many  
5 hours, man hours. So we're looking to have a reduction  
6 and I believe we were looking for a ten percent  
7 reduction.

8 MR. KUCHARSKI: A ten percent reduction in?

9 MR. PETERSON: That rate.

10 MR. KUCHARSKI: In that rate. And the  
11 incidents did you say?

12 MR. PETERSON: Yes.

13 MR. KUCHARSKI: Would they be personal  
14 injury or what --

15 MR. PETERSON: It was for reportables and  
16 for lost time.

17 MR. KUCHARSKI: Can you tell us what the  
18 other parameters besides safety are tied to that bonus?

19 (Off the record comments)

20 MR. PETERSON: That's a good point, yes. I  
21 know there was some stuff on the profitability of the  
22 company and such but, I mean, it's a document. I could  
23 probably come up with that for you if you guys would be  
24 interested in seeing it.

25 MR. KUCHARSKI: Just the parameters, yes.

1 MR. PETERSON: Yes, just those bullet  
2 points. And with that, though, I know there have been  
3 changes now with more shared services coming online so  
4 I know they're changing that, but I'll look for what we  
5 had in place when I had my last bonuses.

6 MR. KUCHARSKI: Would that bonus just be for  
7 you or for other personnel ashore and at what level  
8 would that, would it go filter all the way down to the  
9 --

10 MR. PETERSON: Oh, it's company wide,  
11 company wide.

12 MR. KUCHARSKI: So the person, the invoice  
13 person who would --

14 MR. PETERSON: Yes. Yes.

15 MR. KUCHARSKI: And is that a pro-rated type  
16 bonus?

17 MR. PETERSON: I'm not sure. I just know  
18 what I get.

19 MR. KUCHARSKI: Let me stop there and see if  
20 there are any questions here.

21 MR. [REDACTED] Coast Guard.  
22 Does everybody in the company get a bonus?

23 MR. PETERSON: Yes.

24 MR. [REDACTED] Is there a reason why someone  
25 might not get a bonus?

1 MR. PETERSON: I couldn't tell you.

2 MR. [REDACTED] Do masters get a bonus?

3 MR. PETERSON: No. I'll go a little further  
4 than that. With Sea Star, they used to give a similar  
5 bonus to what Phil Morrell had spoken to. Basically it  
6 was just a Christmas bonus. It wasn't really related  
7 to any performance issues and it would be, the top four  
8 would just get a set amount of money, same amount of  
9 money, all four of them.

10 And when I came to work for the company  
11 2010, the bonuses had stopped. I don't know what year  
12 they quit. But there just wasn't the profitability in  
13 the company right then, so that has never been  
14 reinstated for the vessels.

15 MR. [REDACTED] So the bonus amount can vary  
16 based on those matrix factors from year to year?

17 MR. PETERSON: For us, not for the ships.  
18 The ships were, it was --

19 MR. [REDACTED] I'm not talking about the  
20 Christmas bonus. I'm talking about the other bonuses.

21 MR. PETERSON: For the people on ship  
22 (phonetic)?

23 MR. [REDACTED] Yes, (inaudible).

24 MR. PETERSON: Yes. Yes. Right.

25 MR. [REDACTED] Okay. Thank you.

1 MS. BELL: Carrie Bell, NTSB. So do you, as  
2 the director, have to authorize the bonuses?

3 MR. PETERSON: It was not done that way this  
4 year. I don't know who decided this year.

5 MS. BELL: Okay. So typically do you have  
6 to authorize those or how does it work?

7 MR. PETERSON: I can't speak to what this  
8 company is going to do for, I knew what it was at Sea  
9 Star when I was working there but I don't know how it's  
10 working here now.

11 MS. BELL: So you don't have to give  
12 recommendations for bonuses?

13 MR. PETERSON: I haven't been asked for any,  
14 right, yes.

15 MR. [REDACTED] [REDACTED] [REDACTED] Just a follow-  
16 up. You said this year. In previous years, did you  
17 have to give --

18 MR. PETERSON: Okay. Well, when I talked  
19 about this year, I was talking about the bonuses for  
20 2014 which was the first year in operation then and the  
21 first year that I worked for the company. Yes.

22 MR. [REDACTED] Okay. Thank you.

23 MR. KUCHARSKI: Mike Kucharski. Just give  
24 us an idea of the magnitude of the bonuses. Is it 1  
25 percent or 90 percent of your overall compensation?

1 MR. PETERSON: It wasn't much, Mike.

2 (Laughter)

3 MR. KUCHARSKI: How about less than five  
4 percent, is that --

5 (No audible response)

6 MR. KUCHARSKI: Great. Okay. Is part of  
7 your overall responsibility or one of your  
8 responsibilities to develop a budget?

9 MR. PETERSON: Yes. For me that's really  
10 simple because of the way that the departments are set  
11 up. My budget is me. So the purchasing department,  
12 that manager will set up her budget. John Lawrence and  
13 his department sets up his budget. They'll confer with  
14 me but it's not even really going through me for that  
15 part.

16 MR. KUCHARSKI: So you don't review their  
17 budgets at all?

18 MR. PETERSON: I'll go over them with them  
19 but they really don't have to. It goes right to the  
20 comptroller.

21 MR. KUCHARSKI: And what has been the budget  
22 over the last three years? Has it been flat? Has it  
23 increased? Has it decreased? Or the expenditure, I  
24 said, against the actual budget, has it --

25 MR. PETERSON: It's generally, they have an



1 allowance each year just based on cost of living that  
2 they figure it's going to bump up to that and that's  
3 where we start. And then we go into it as far as  
4 figuring out, you know, different programs.

5 We're not a very capital-intensive company  
6 because that all goes to Sea Star or the port maritime  
7 companies. So what we've got in our office, there's  
8 not a lot of capital to put out there so it's just a,  
9 usually just an operating budget.

10 MR. KUCHARSKI: I guess I'm asking  
11 specifically. Let me drill down a little bit. You  
12 have a purchasing department that works underneath you.

13 MR. PETERSON: Yes.

14 MR. KUCHARSKI: Okay, is there a budget  
15 developed for the consumables, the spare parts and  
16 everything on the ships?

17 MR. PETERSON: No, because it goes to Sea  
18 Star, so that's going to be up to the port engineer  
19 that's working for TOTE Maritime to develop that  
20 budget. You get what I mean? I mean, am I clear?

21 MR. KUCHARSKI: Yes, yes. Yes, I do. I  
22 just want to clarify that. You keep saying Sea Star.

23 MR. PETERSON: I know. I try to get the new  
24 name. It's only been a few weeks so old habits are  
25 hard to break.

1 MR. KUCHARSKI: Understood but just to  
2 clarify, so Sea Star, it's TOTE Maritime.

3 MR. PETERSON: Those are interchangeable  
4 when I'm talking here, Sea Star and TOTE Maritime  
5 Puerto Rico.

6 MR. KUCHARSKI: Okay, so Sea Star is no  
7 longer in existence?

8 MR. PETERSON: Correct.

9 MR. KUCHARSKI: Any questions on that  
10 (inaudible)?

11 (No audible response)

12 MR. KUCHARSKI: Could you explain to us your  
13 direct oversight of safety operations?

14 MR. PETERSON: John and I will, John  
15 Lawrence and Patty Finsterbusch and I will have  
16 informal conversations over the day just on what's  
17 going on and then probably once a week we will all head  
18 for a conference room and just sit down and talk about  
19 what's happening.

20 And there will be times when John will come  
21 to me for what he wanted to, looking for guidance on a  
22 best solution for something. But generally he's, he's  
23 got a lot more experience with the safety and  
24 compliance than I have and I depend on him for his  
25 knowledge base.

1 MR. KUCHARSKI: So then the oversight of  
2 safety basically is just overseeing John?

3 MR. PETERSON: Yes, sir.

4 MR. KUCHARSKI: Do you also have oversight  
5 over incidence response?

6 MR. PETERSON: That's on John again.

7 MR. KUCHARSKI: And do you ever get involved  
8 with recommendations or, based on your been an engineer  
9 for --

10 MR. PETERSON: Yes, yes, yes, yes.

11 MR. KUCHARSKI: -- 20 years and John's --

12 MR. PETERSON: We do. We do. Yes. I don't  
13 know if I can come up with a specific instance but it  
14 happens quite a bit when he's -- And then the other  
15 side of it is also, though, that Patty is an engineer  
16 so there's a complement there as far as the two of them  
17 working together.

18 MS. BELL: Carrie Bell, NTSB. So would you  
19 say your department is responsible for the emergency  
20 response team?

21 MR. PETERSON: Yes.

22 MS. BELL: Okay, and how long has that team  
23 been in place?

24 MR. PETERSON: Before I got to TOTE. Of  
25 course, the new members were assigned since they moved

1 down here. Excuse me. There were a number of people  
2 who moved down that were still on the team. I think  
3 it's nine people on that team with John being the main  
4 contact on that.

5 I think there is, so we got Mitch Walker is  
6 on there and Mike Robertson (phonetic). I call those  
7 two out in particular because they have been with the  
8 company for a very, very long time, 20-plus years, and  
9 there's a lot of dependence there as far as their  
10 knowledge base on how things have happened in the past,  
11 how that team should have worked.

12 MS. BELL: So do you do training with the  
13 call center that is, that takes the call originally to  
14 let them, you know, help them understand and get  
15 familiar with the types of phone calls that would come  
16 into the system?

17 MR. PETERSON: Yes, and it's an evolving  
18 process all the time because we'll get glitches. You  
19 know, if something wasn't handled exactly how it is,  
20 then John's on the phone to them making sure they've  
21 got it right. And he will call up and just, just to  
22 see how they answer, if they're giving the correct  
23 response.

24 MS. BELL: And does he report that to you or

25 --

1 MR. PETERSON: We talk about it. You know,  
2 when we say report, I'm always leery. It's not a  
3 formal, written report.

4 MS. BELL: He talks to you about that.

5 MR. PETERSON: But, yes, we talk about it,  
6 yes.

7 MS. BELL: Okay. That's all I have right  
8 now.

9 MR. KUCHARSKI: Mr. Peterson, do you  
10 interface with any of the crew aboard the vessels?

11 MR. PETERSON: Yes, I do. I do. I mean, I  
12 worked with those guys for a lot of years as a  
13 contractor and then as a port engineer, so I'll go down  
14 to the ships and visit. The guys come through the  
15 office.

16 MR. KUCHARSKI: And who do you visit with  
17 when you go on the ship?

18 MR. PETERSON: Chief engineers, captains, go  
19 through the engine room. I'll see some of the thirds,  
20 seconds that I've worked with over the years.

21 MR. KUCHARSKI: Is this part of your regular  
22 duties?

23 MR. PETERSON: No.

24 MR. KUCHARSKI: It's not?

25 MR. PETERSON: No.

1 MR. KUCHARSKI: Did you have any interface  
2 with Captain Davidson?

3 MR. PETERSON: Yes, I have. When I was a  
4 port engineer, I mean, he was on there.

5 MR. KUCHARSKI: How about in your current  
6 position?

7 MR. PETERSON: Seen him a couple times.

8 MR. KUCHARSKI: Are you involved in any of  
9 the evaluation process of the senior personnel on the  
10 ships?

11 MR. PETERSON: Not currently.

12 MR. KUCHARSKI: Please explain that.

13 MR. PETERSON: Well, when I was port  
14 engineer I was.

15 MR. KUCHARSKI: Okay, when I say involved --

16 MR. PETERSON: Not in my current position, I  
17 am not.

18 MR. KUCHARSKI: Okay. How about involved in  
19 the retention of any personnel that are senior  
20 personnel currently, in your current position?

21 MR. PETERSON: I have been involved in the  
22 interviews that we've been having for -- So what's  
23 happened is there was a, just as we have an LNG team,  
24 we also have a crewing team to select people for the  
25 new ships, so that was a process going through with.

1                   So any time we did have an interview for  
2                   captains and chief engineers and first and chief mates,  
3                   if they were in the office there, I would sit in on  
4                   those meetings.

5                   MR. KUCHARSKI: And when you say sit in on  
6                   the meeting, could you explain? Were you there just to  
7                   listen?

8                   MR. PETERSON: No, I was active in the  
9                   meetings. My questions would usually range how do you  
10                  interact with the engine (phonetic) department? That's  
11                  what I know so that's what I'm looking for, as opposed  
12                  to Admiral Greene would be on the actual navigation,  
13                  what are you doing? What do you do out there? This  
14                  situation, what do you do out there in that situation?

15                  MR. KUCHARSKI: So did you have, you had  
16                  your own set of questions during that time?

17                  MR. PETERSON: I'd have a couple questions  
18                  for him.

19                  MR. KUCHARSKI: And were you aware of any  
20                  general questions that everyone asked or that was asked  
21                  of the candidate, then you reviewed those questions?

22                  MR. PETERSON: You mean for distribution?  
23                  I'm not clear.

24                  MR. KUCHARSKI: No, when you said you  
25                  participated, you were involved in the interviews of

1 those senior personnel. So besides your own question,  
2 were there general questions that were asked and you  
3 listened to what they said?

4 MR. PETERSON: Yes.

5 MR. KUCHARSKI: And who had those general  
6 questions?

7 MR. PETERSON: Mick Kondracki had a lot of  
8 questions. Jim had a lot of questions, a lot of very  
9 good questions for them. John Lawrence was also  
10 brought in any time we had a deck candidate so that  
11 we'd have that representation from the deck side. Who  
12 else was there? Mitch Walker on occasion. I don't  
13 remember him being at all of those. It was sometimes  
14 just if someone couldn't make one, bringing another  
15 body in there.

16 MR. KUCHARSKI: So you were involved in all  
17 the interviews of the --

18 MR. PETERSON: Not all of them. I've been  
19 traveling a lot with my other duties with the LNG world  
20 so I would say, like, I wasn't involved with Kevin's  
21 (phonetic) when he came through just because I was out  
22 of town.

23 MR. KUCHARSKI: But if you were in town --

24 MR. PETERSON: If I was in the office --

25 MR. KUCHARSKI: -- you would have been part



1 of this process.

2 MR. PETERSON: If I was in the office, yes.

3 MR. KUCHARSKI: Would John Lawrence have  
4 been part of the process for all the engineers that  
5 were interviewed?

6 MR. PETERSON: Not necessarily and I don't  
7 think he was involved in all -- He wasn't actually part  
8 of that team, the selection team, but he became an  
9 honorary member just because of his background.

10 MR. KUCHARSKI: So who were the actual  
11 members of the selection team?

12 MR. PETERSON: Myself, Mick Kondracki, Jim  
13 Fisker-Andersen. Who else was in there? I'd have to  
14 consult my notes on that to see who the other members  
15 were.

16 MR. KUCHARSKI: I'm guessing Mick Kondracki  
17 could probably answer that question.

18 MR. PETERSON: He probably could. He was  
19 the lead on that.

20 MR. FISHER-ANDERSEN: Mike, I have a  
21 question. Mr. Peterson, Jim Fisker-Andersen from TOTE  
22 Services. Was Mr. Phil Greene and Mr. Phil Morrell  
23 participating in those interviews as well?

24 MR. PETERSON: Yes, they both were actually.  
25 And Phil Morrell was a member of that team. Phil

1       Greene wasn't a member of the team but he participated  
2       in all the interviews that were in the office there.

3               Phil always had a, he always wanted to  
4       interview anybody that's come through, that's come to  
5       work for us shoreside. That's his philosophy. He  
6       always wants to sit down and talk to anybody that we're  
7       bringing on, similarly with the crews. So any captain,  
8       chief engineers, if we were brought into the company he  
9       wanted to sit down with them and just have a talk with  
10      them, not an interview necessarily but just to have  
11      that time with them.

12              MR. KUCHARSKI: Point of clarification.  
13      You've mentioned two Phils now, Phil Morrell and Phil  
14      Greene.

15              MR. PETERSON: I apologize.

16              MR. KUCHARSKI: No, no.

17              MR. PETERSON: I'll try to be clearer but  
18      this was Phil Greene.

19              MR. KUCHARSKI: Great. And I assume, hate  
20      to assume, but was Phil Morrell who works out in  
21      Seattle there in Tacoma, 500 Alexander Avenue, let me  
22      think of the zip, did he participate telephonically or  
23      did he physically come here?

24              MR. PETERSON: Both. Both and as with me,  
25      as with all of us, he has a heavy travel schedule so as

1 available as we could. And they actually try to  
2 schedule these around getting as many people involved  
3 as they could.

4 MR. [REDACTED] [REDACTED] Coast Guard.  
5 The senior positions that the crewing team was hiring  
6 for, were these union officers?

7 MR. PETERSON: Yes, and it wasn't just the  
8 senior officers because we had to fill all the billets  
9 on the ships.

10 MR. [REDACTED] I'm speaking of the senior  
11 officers.

12 MR. PETERSON: Yes.

13 MR. [REDACTED] Okay. How do you standardize  
14 your interview questions to ensure that an unselected  
15 candidate doesn't file a union grievance against the  
16 hiring practices, that the interviews were consistent  
17 across the board?

18 MR. PETERSON: I don't think we, that's not  
19 anything we discussed as a group, I don't believe, that  
20 I've been involved with.

21 MR. [REDACTED] So do you record in any way  
22 the interview questions?

23 MR. PETERSON: People are taking individual  
24 notes, but as I remember it, we would get together  
25 afterwards and we'd have a round table discussing what

1 we thought of the candidate. So there was not a  
2 checklist. There was not anything formalized like  
3 that.

4 MR. [REDACTED] Okay. We've been told that  
5 the notes for the selected candidate's hiring were  
6 retained, is that correct?

7 MR. PETERSON: I'm not sure. That would  
8 have been -- Yes, I'm not sure.

9 MR. [REDACTED] Okay. Thank you.

10 MR. YOUNG: This is Brian Young with the  
11 NTSB. Were either of the chief engineers from El Faro,  
12 James Robinson or, I can't remember his name.

13 PARTICIPANT: Pusatere.

14 MR. YOUNG: Pusatere, were they considered  
15 for interviews?

16 MR. PETERSON: Rich Pusatere was actually  
17 slated to go on one of the new ships. He was going to  
18 take a, he was going to --

19 PARTICIPANT: Need a break?

20 MR. PETERSON: No, I'm all right. He was  
21 going to take a first position. Our goal was to try to  
22 have some people that had LNG experience on these  
23 ships, on the new ships.

24 So that, hard decisions but, you know, that  
25 meant that we couldn't bring everybody over from the

1 Ponce class, and that was on deck and engine, you know,  
2 people's experience, depending on if there was any gas  
3 experience. We wanted to try to bring that into the  
4 fold, I mean, just, obviously for huge safety concerns.

5 We want to have that culture. That was our  
6 main thing, is we wanted those, and that's, you know,  
7 it was out there, right out there as far as you're  
8 being brought into this because you have that safety  
9 culture understanding and we want that at this company  
10 for this LNG in particular. So that was, and so Jimmy  
11 Robinson was not.

12 PARTICIPANT: Thank you very much.

13 MR. PETERSON: Jimmy was going to stay with  
14 the steam ships as long as they were still running, and  
15 that was also a hard one because I've known Jim for a  
16 lot of years and he's done a good job for us but, you  
17 know, there's just those hard choices you have to make.

18 (Off the record comments)

19 MR. PETERSON: I'm okay. I'm okay. Just a  
20 moment.

21 MR. KUCHARSKI: You mentioned the strong  
22 safety culture needed for LNG operations. Was there  
23 some way you tracked safety culture amongst your  
24 employees?

25 MR. PETERSON: Tracked, that's a hard one.

1 It's a interesting way to -- No, we didn't track it but  
2 I have to say that once this thing started rolling  
3 along it was pretty cool. It was contagious.

4 I think Jean (phonetic) spoke to how  
5 everyone started wearing the hard hats and, you know,  
6 they were taking on a lot of things themselves and it  
7 was almost like everyone was trying to tune up for the  
8 new ships, to get in that mode.

9 We had one of our chief engineers who we  
10 used to tell him, you know, he's the hardest working  
11 guy we've got on these ships but he was also pretty  
12 scarred up from, you know, how he was working. And we  
13 told him, you know, you're obviously a candidate but we  
14 have some concerns about the safety side of it.

15 And now we call him the safety czar because  
16 he's just totally grabbed on to all this stuff and it's  
17 almost like he's a reformed smoker and doesn't want to  
18 see anybody else doing it.

19 MR. KUCHARSKI: Now, would you say that  
20 tuning up, everybody was tuning up, that was --

21 MR. PETERSON: That's a good term.

22 MR. KUCHARSKI: Well, I think you used it.

23 MR. PETERSON: Yes.

24 MR. KUCHARSKI: They were tuning up.

25 MR. PETERSON: Yes.

1 MR. KUCHARSKI: Would you say, and this is  
2 Mike Kucharski again, would you say that was throughout  
3 the company, that tuning up for?

4 MR. PETERSON: Absolutely. Absolutely.

5 MR. KUCHARSKI: Now we'll ask the hard  
6 question. Do you think that tuned out some of the  
7 responsibilities in other areas? You spent 85 percent  
8 of your time on the --

9 MR. PETERSON: Well, you got to remember  
10 mine was a new position and so there weren't a lot of  
11 those duties already entrenched for where I was coming  
12 from and I had good people under me for that side.

13 But a lot of what I'm talking about this LNG  
14 stuff, that's the crewing part of it, that's the safety  
15 part of it, that's, I mean, that's all of that stuff  
16 down the line.

17 I've been out to, I went out on sea trials  
18 on the new ship. It was just (inaudible) beyond being  
19 involved with watches on there and stuff so we had  
20 people watching what was going on.

21 That's also an awareness just for bringing  
22 those online because I figured my next phase was going  
23 to be the safety with the LNG on the ships as I phased  
24 out of having to worry about getting the fuel onto the  
25 ships. That's where we were headed.

1 MR. KUCHARSKI: Questions around the room?

2 MR. [REDACTED] (Inaudible).

3 MR. KUCHARSKI: Yes, please.

4 MR. [REDACTED] It's [REDACTED] [REDACTED] with the  
5 Coast Guard. So you mentioned TOTE Maritime Puerto  
6 Rico a few times. I know you're with TOTE Services,  
7 different company under the same umbrella of TOTE, Inc.

8 We've talked about the fact that TOTE  
9 Services doesn't have -- As far as oversight of safety,  
10 you rely on John Lawrence and for nautical operations  
11 you rely heavily on the captain.

12 So with that as kind of a backdrop, what's  
13 your understanding of TOTE Maritime Puerto Rico in  
14 terms of their oversight of safety operations, nautical  
15 operations, that sort of thing?

16 MR. PETERSON: There is a relationship  
17 between the, a big relationship between the shoreside  
18 terminal folks and the operations folks.

19 So we've got the vice president of  
20 operations with TOTE Maritime Puerto Rico. He and I  
21 had a very close relationship when I was a port  
22 engineer so that's continued on a lot and he's got a  
23 close relationship with our port engineers now.

24 I encouraged him then and he's held on to  
25 making sure that he gets on the ships on a regular



1 basis so that he gets to know the crew and so there's a  
2 relationship with those people also.

3 Underneath him, he's got the terminal  
4 manager who you all met, Ronald Rodriguez, and then Don  
5 Matthews. Now, Don gets involved a lot with the cargo.  
6 I mean, he's out there with the cargo. If they need  
7 lashing gear, if they need anything along those lines,  
8 he's their contact for going out there.

9 Where am I going with safety? Your question  
10 was about safety culture, though, with --

11 MR. [REDACTED] Safety, nautical operations,  
12 those sorts of things, supporting the captains  
13 basically.

14 MR. PETERSON: Well, that's where we're  
15 coming with with supporting the captains. They know  
16 that, you know, there's a lot to be said when the VP  
17 from the ship's owner comes down and makes that visit.  
18 I think that creates that family that we've got where  
19 everybody feels free to talk to anybody in this  
20 company. It really is there.

21 And we'll have, Tim Nolan will be down there  
22 too. He'll make trips down to the ships and stop by  
23 and say hello to the captain, say -- Tim Nolan being  
24 the president of TOTE Maritime Puerto Rico.

25 MR. [REDACTED] [REDACTED] Coast Guard. Now,

1 going back to the interview process real quick, when  
2 the interviews were completed, who was responsible,  
3 which individual was responsible for notifying the  
4 individuals of who was selected and who was not  
5 selected for the position?

6 MR. PETERSON: I'm not sure. I'm not sure.  
7 I mean, I could, I think I have an idea but I really  
8 don't know for sure.

9 MR. [REDACTED] Okay, (inaudible). Thank you.

10 MR. [REDACTED] Coast Guard.  
11 You know, I heard TOTE Maritime Puerto Rico and  
12 earlier, just a little earlier today we talked about  
13 the cargo barges that move lower priority cargo. I'm a  
14 little confused. Is it the barges that you operate?  
15 Who operates --

16 MR. PETERSON: Those are chartered. They're  
17 chartered.

18 MR. [REDACTED] Okay, and who tows them?

19 MR. PETERSON: Another charter company. I  
20 don't remember what the name of the company was. It's  
21 Louisiana. They're out of Louisiana. But it's a  
22 complete chartered operation. So in other words, they  
23 bring their barges alongside. We put the boxes on it  
24 and tell them to take them to Puerto Rico, so we don't  
25 have anything to --

1 MR. [REDACTED] Okay, so the barges run, and,  
2 Mike, you'll correct me on this if I'm going at it  
3 wrong, but the barges run back and forth from  
4 Jacksonville to Puerto Rico?

5 MR. PETERSON: Yes.

6 MR. [REDACTED] Does anybody within your  
7 organization look at their weather routing or storm  
8 avoidance to make sure that it operates within your  
9 operational scheme?

10 MR. PETERSON: I shouldn't even speculate.  
11 I really don't have anything to do with the operation  
12 side with those barges.

13 MR. [REDACTED] So who would within your  
14 company?

15 MR. PETERSON: Within our company? I know  
16 Jim Fisker-Andersen has some dealings with the barge  
17 people but he's from the, used to be with the  
18 refrigerated cargo when they were carrying for a while.  
19 I think that really has to go over to TOTE Maritime  
20 Puerto Rico.

21 MR. [REDACTED] Okay. So perhaps Tim Nolan  
22 could tell us about how they provide oversight of the  
23 movement of your cargo?

24 MR. PETERSON: Their cargo, TOTE, yes, TOTE  
25 Maritime.

1 MR. [REDACTED] Yes, their cargo on a  
2 charterer's vessel?

3 MR. PETERSON: Yes.

4 MR. [REDACTED] Thank you.

5 MR. KUCHARSKI: Were you one of the people,  
6 persons that was called for the El Faro initial call  
7 out for the incident?

8 MR. PETERSON: Yes. I was driving in to  
9 work and got a call, I'm really fuzzy on the time, but  
10 7:30 I'm going to say, from Mitch Walker. He was  
11 looking for Jim Wagstaff's new cell number so I called  
12 Jim Wagstaff and informed him what we knew, that the  
13 ship was dead in the water, that they were without  
14 power, and about the scuttle (phonetic) being open,  
15 taking on water.

16 MR. KUCHARSKI: Okay. Were you actually  
17 notified as part of the incident command structure to  
18 come into that?

19 MR. PETERSON: Yes. I mean, once I got into  
20 the office, once we had probably three of us in the  
21 office, that's when we said let's go to a conference  
22 room and just to huddle in and really take a good look  
23 at this.

24 You know, initially, I'll be honest, I was  
25 convinced that they'd get it back up and get it going

1 but the decision was made that we need to proceed like  
2 we've got a worst case, so that's why they called out.  
3 I thought it was kind of early to be calling up T&T and  
4 such but we did it very quickly and Coast Guard was  
5 notified right away.

6 John Lawrence was still at his home because  
7 he was afraid to get in the car and be away from the  
8 phone, so we finally got him into the office. I think  
9 it was late afternoon.

10 But by then, we had moved down to our  
11 training room which has a lot more resources, a lot  
12 more room. You know, we have all our big screen TVs  
13 down there, the monitors, and we have a large white  
14 board in that room so we could start mapping things  
15 out, what's going on. That's when Patty came into it  
16 with taking the notes that you guys all had a chance to  
17 look at.

18 MR. KUCHARSKI: So did you have any direct  
19 role in the incident command structure for the El Faro?

20 MR. PETERSON: Yes. I was put in charge of  
21 the salvage. So the contact had already been made but,  
22 you know, once this started rolling, it was I was going  
23 to be the contact with Joann (phonetic), remember what  
24 her name is. So there was a lot of phone calls going  
25 back and forth with her as far as what their progress

1 was coming up with assets to get down there.

2 We ended up, the first one that they were  
3 really secure on was the Sentry, a smaller tug. I  
4 think, oh, I'm not going to try to remember what the  
5 bollard pull on it but it was a smaller tug.

6 And the thought process with that was we  
7 need a bigger tug but let's get that one going because  
8 if we needed to pull the ship off some shallow areas  
9 then we'd have that maneuverability with her. It was  
10 coming out of Ponce (phonetic), which is quite a  
11 distance away so they got them underway pretty quick.

12 The Crowley tug, that was between the  
13 owners, between Crowley and Saltchuk talking, and I had  
14 texts and calls from Cole Cosgrove over at Crowley, who  
15 I know from some of this LNG world common meetings,  
16 keeping me up to date with what their plan was for  
17 that.

18 Then the, I'm trying to remember what the  
19 name of their company is. It used to be TITAN, the  
20 salvage people that Crowley owned. They've got a new  
21 name now. One of those people got in contact with me  
22 about what arrangements we wanted to make with Crowley.

23 Meanwhile, T&T was still working on coming  
24 up with another tug. They located the Hawk out of Fort  
25 Lauderdale. She was not going to be able to get away

1       until, for 24 hours because the port requires 24-hour  
2       notification for bunkering. That was the official  
3       line. We're going to try to get to the port and say,  
4       come on, we need to get her out of town here in a  
5       hurry.

6               The Crowley tug finally got underway. It  
7       was later than they thought. They thought they would  
8       be on station in 24 hours, is what they had originally  
9       said but they ended up getting out, I think it was, I  
10      think originally they were trying for midnight. They  
11      ended up getting out the next morning.

12             They then proceeded to Fort Lauderdale to  
13      pick up a naval architect and some more salvage  
14      equipment. By the time they got to Fort Lauderdale --  
15      and then they were going to go to the Hole in the Wall  
16      and work from there as far as which direction to go,  
17      whatever guidance they got from the Coast Guard.

18             The Hawk did get out about when they said  
19      they were going to, by the time they got all their  
20      crews and equipment on board, and there was equipment  
21      that T&T had taken down there, pumps and such.

22             They wanted to know about what our storage  
23      (phonetic) crane capacity was. We're all working on  
24      we're going to bring this ship home, you know, so what  
25      equipment they needed to do that.

1                   The Hawk was on site. She was the first one  
2 on site going into there. The Sentry then came shortly  
3 thereafter. And then the Crowley tug, it's one of the  
4 Invader class, one of their big tugs. The Hawk was  
5 actually a little bit larger than that. I want to say  
6 80 bollard tons, (inaudible) those things.

7                   So that was, my dealings was interfacing  
8 with the coordinator at T&T to see about getting the  
9 equipment out there.

10                  MR. KUCHARSKI: Okay. This is Mike  
11 Kucharski. You mentioned T&T. Who is T&T?

12                  MR. PETERSON: They're the salvage company  
13 that we're contracted with.

14                  MS. BELL: Carrie Bell, NTSB. Going back to  
15 the actual phone call, I know that there was, you know,  
16 listened to the recording. Just a question about,  
17 after listening to that recorded conversation between  
18 the captain and the call center, what do you think  
19 about their response?

20                  MR. PETERSON: I got to say that we knew  
21 that, I thought it was fine because, in any event, we  
22 knew that we weren't going to have anything can even  
23 get near that, planes or anything, and it ended up  
24 being two days because that storm was doing five miles  
25 an hour.



1                   So as far as them -- I believe you're  
2 speaking to the response that we're taking this as a, I  
3 forget what the wording was, that this is a --

4                   MS. BELL: I am not sure.

5                   MR. PETERSON: It wasn't disabled. It was -

6 -

7                   MS. BELL: Distressed versus disabled. I  
8 wasn't going there.

9                   MR. PETERSON: It wasn't in a distressed,  
10 was it?

11                   MS. BELL: No. I'm just asking in general  
12 because they went through a whole process of asking the  
13 captain's name and the name of the vessel and all of  
14 that.

15                   And so if they were in a time-critical, I'm  
16 not saying this was a time-critical situation at this  
17 time, but if it was a time-critical situation, how  
18 would you feel about, would you be comfortable with the  
19 response that they are providing?

20                   MR. PETERSON: I was. I was. And I was  
21 flown down to Miami on Saturday to be in the D7 in  
22 their command center room there and I have to say that  
23 it gave me a whole other level of respect for what  
24 these people are doing. It was an impressive  
25 operation. I just was really impressed by how they

1 handled the whole thing. I thought they did a  
2 wonderful job.

3 MS. BELL: I think I need to clarify that.  
4 I was actually talking about the call center.

5 MR. PETERSON: Oh, I'm sorry. I'm sorry.

6 MS. BELL: Yes, that's what I was talking  
7 about. The call the captain, when the captain was  
8 talking to the call center and they asked, you know,  
9 his name and he had to spell the name of the vessel and  
10 there was a process that took a little while that  
11 seemed to get to where he got, you know, they put him  
12 on hold. He had to wait to talk to someone. In a  
13 time-critical situation, would you be comfortable with  
14 the way they handled that phone call?

15 MR. PETERSON: I think there could be some  
16 improvement, to be honest with you, as far as the speed  
17 of that but I think the system in a whole has served us  
18 pretty well, how that thing is set up with everybody --  
19 I think we've talked about this between all these  
20 meetings. I don't know if you want me to review that  
21 again but, as far as how that works with the texts  
22 going out, the emails going out, do we want to talk  
23 about that again?

24 MS. BELL: I don't know that we need to do  
25 that.

1 MR. PETERSON: Right. Okay.

2 MS. BELL: Have you thought about any  
3 changes you might make to that process since that?

4 MR. PETERSON: I really haven't given it  
5 much thought yet.

6 MS. BELL: Do you think that would be  
7 something that you would consider?

8 MR. PETERSON: It's possible.

9 MS. BELL: Thank you.

10 MR. [REDACTED] Coast Guard. I  
11 just want to clear something up from just a moment ago.  
12 The company that moves the barges back and forth, you  
13 said a Louisiana company and that kind of threw me off,  
14 so do you know if that company is Signet Marine  
15 (phonetic)?

16 MR. PETERSON: No, it's not.

17 MR. [REDACTED] It's not? And can you recall  
18 the name of the company?

19 MR. PETERSON: I can't, no.

20 MR. [REDACTED] Okay. Thank you.

21 MR. [REDACTED] Coast Guard. You were  
22 talking about getting, trying to get the tug away from  
23 Fort Lauderdale and everything. Were you a part of any  
24 conversations that involved using the El Dante  
25 (phonetic) as a resource since it was already at sea?

1 MR. PETERSON: No.

2 MR. [REDACTED] Was it ever a consideration to  
3 use it as a resource?

4 MR. PETERSON: I don't know. I don't know.

5 MR. [REDACTED] Thank you.

6 MR. PETERSON: How about a quick break?

7 MR. KUCHARSKI: Sure. Time is 2:30. Take a  
8 break.

9 (Whereupon, the above-entitled matter went  
10 off the record at 2:30 p.m. and resumed at 2:44 p.m.)

11 (End 17 - 10.14 Kenneth Lee Peterson - Marine  
12 Operations Mgr - TOTE Part 1. Begin 17 - 10.14 Kenneth  
13 Lee Peterson - Marine Operations Mgr - TOTE Part 2.)

14 MR. KUCHARSKI: Okay, the time is now 1444  
15 and we're resuming the interview of Lee Peterson. And  
16 before I continue, I'll ask if there are any follow-on  
17 questions so far on what we've discussed or what Mr.  
18 Peterson has told us.

19 Mr. Peterson, have there been any changes to  
20 the safety management system or any directive to the  
21 fleet, safety related, since the El Faro loss?

22 MR. PETERSON: No.

23 MR. KUCHARSKI: Earlier today I believe you  
24 were present at the interview of Mr. Morrell, is that  
25 correct?

1 MR. PETERSON: Excuse me, can I go back on  
2 that? Just to clarify when you asked about changes, we  
3 were in the process of changing but nothing, so we're  
4 putting out the new manuals but nothing has been  
5 rewritten since the El Faro, right? Okay.

6 MR. KUCHARSKI: Understood. No, and let me  
7 clarify that. Any directives to the fleet relating to  
8 what happened to the El Faro, any safety-related --

9 MR. PETERSON: No.

10 MR. KUCHARSKI: -- directives? Back to the  
11 question I was starting. Mr. Morrell stated that there  
12 were two weather services that TOTE subscribed to. Is  
13 that correct?

14 MR. PETERSON: I'm not sure. I don't know.

15 MR. KUCHARSKI: Do you know what weather  
16 services were available to the master of the El Faro?

17 MR. PETERSON: I know the Bon Voyage System  
18 was available and there's a system that goes to the  
19 SSAS (phonetic) and they have a weather fax. That's  
20 all I'm aware of.

21 MR. KUCHARSKI: Are you aware of any JHA,  
22 which I understand is a job hazard analysis, for  
23 weather-related risks?

24 MR. PETERSON: I am not aware of any.

25 MR. KUCHARSKI: Any questions on that line

1 so far?

2 Can you tell us what the process is for  
3 updates to the safety management system?

4 MR. PETERSON: Sure. If the crews have a  
5 request, we have a form that they would fill out  
6 telling us exactly what their suggestion is. And then  
7 John would, John Lawrence -- I'm struggling with the  
8 acceptance part of that. I think that's his discretion  
9 as far as whether he thinks that's worthwhile or not to  
10 make that change to the system.

11 If they do, then they would make the change  
12 and you may have noticed it. Every time a new version  
13 goes out, first there would be the forms addendum  
14 (phonetic), I believe we're calling them, that go out  
15 for changes that come out between the revisions. We  
16 track all those, so that's the memo going out to the  
17 ships about a particular change.

18 And then when the new versions go out, the  
19 new revisions, anything that's changed in the SMS will  
20 be highlighted so that it's obvious for people going  
21 through it to see what's new and what's been changed.

22 MR. KUCHARSKI: Do you sign off on these  
23 changes?

24 MR. PETERSON: Yes, I do.

25 MR. KUCHARSKI: We've been talking for a few

1 days now in the different interviews about the safety  
2 management system. Is that solely shipboard or is the  
3 company part of that process, the safety management  
4 system?

5 MR. PETERSON: The safety management is for  
6 the vessels. I don't have a good answer for that. I  
7 don't have a good answer how far it goes over into the  
8 shoreside. We also have an ISO system that is strictly  
9 shoreside.

10 MR. KUCHARSKI: You have an ISO system for  
11 strictly shoreside?

12 MR. PETERSON: Right.

13 MR. KUCHARSKI: And is that somehow  
14 integrated with the safety management system on the  
15 vessel?

16 MR. PETERSON: No.

17 MR. KUCHARSKI: Let me stop there and see if  
18 there are any questions, SMS or --

19 PARTICIPANT: So with regards to the SMS and  
20 kind of along the same lines, would you say that  
21 there's a visible commitment to the safety management  
22 system from all levels of leadership within the  
23 organization?

24 MR. PETERSON: Oh, absolutely. Absolutely.

25 PARTICIPANT: But nothing with the safety

1 management system bleeds over on to the shoreside  
2 operations?

3 MR. PETERSON: Well, we're aware of it. We  
4 all use it for the shoreside as far as the port  
5 engineers go and, yes, for that group. I'm just, I'm  
6 not sure how to address that as far as what the  
7 requirements are.

8 PARTICIPANT: Would you say there's working  
9 knowledge of the safety management system at all levels  
10 of the organization?

11 MR. PETERSON: Yes. Yes. Yes, I do.

12 PARTICIPANT: Thank you.

13 MR. KUCHARSKI: Mike Kucharski.

14 MR. ROTH-ROFFY: Question.

15 MR. KUCHARSKI: Oh, I'm sorry. Go ahead.

16 MR. ROTH-ROFFY: Tom Roth-Roffy, NTSB.

17 Regarding the ISO system you mentioned for shoreside,  
18 could you give the details of that, that standard  
19 number perhaps and who manages that system?

20 MR. PETERSON: I can't. I'm not sure who we  
21 have actually managing that system right now.

22 MR. ROTH-ROFFY: Do you know the ISO number?

23 MR. PETERSON: No, I don't.

24 MR. ROTH-ROFFY: Is your part of the  
25 organization subject to auditing for the ISO system?



1 MR. PETERSON: No.

2 MR. ROTH-ROFFY: Which section --

3 MR. PETERSON: I think I may have misspoke  
4 as far as the ISO. I mean, we have a -- I'd have to  
5 get back to you on that.

6 MR. ROTH-ROFFY: Okay, if you would.

7 MR. KUCHARSKI: Mike Kucharski, a quick  
8 follow-on question. Have you been audited personally  
9 by any external auditor under the safety management  
10 system or the ISO system?

11 MR. PETERSON: Since I've been in my current  
12 position?

13 MR. KUCHARSKI: Yes. Yes.

14 MR. PETERSON: No.

15 MR. KUCHARSKI: How about internally? Have  
16 you been audited internally under either of those two  
17 systems?

18 MR. PETERSON: Yes, I have.

19 MR. KUCHARSKI: Could you tell us which one.  
20 please?

21 MR. PETERSON: Our IMO SMS (phonetic), IMO  
22 system, SMS. The IMO.

23 MR. KUCHARSKI: The safety management  
24 system, not the ISO system?

25 MR. PETERSON: Right. Right.

1 MR. KUCHARSKI: Thank you. Let me stop  
2 there. Any questions?

3 MR. SHEPHERD: Al Shepherd, ABS. I was  
4 making a note when the question came up. I wasn't  
5 quite sure if I understood this correctly please. With  
6 regard to the safety management system, the question, I  
7 think the question was in regard to what portion of the  
8 company the safety management system applies to and you  
9 said the vessels?

10 MR. PETERSON: Well, I guess I was thinking  
11 as far as the development of the system, but it does go  
12 across the whole company for sure, for sure.

13 MR. SHEPHERD: So it's implemented  
14 throughout, shoreside and --

15 MR. PETERSON: Yes. Yes, sir.

16 MR. SHEPHERD: Can you give me some portions  
17 of, can you give me some examples of some portions of  
18 the safety management system that apply to your  
19 department?

20 MR. PETERSON: More with what we've got  
21 going on with the LNG part of the operation. I get  
22 involved with that. That's been some stuff that we've  
23 made the changes in recently for what our interface is  
24 with that program.

25 MR. SHEPHERD: Okay. What about some of the

1 things that maybe go to Jim's department, Jim Fisker-  
2 Andersen's department with engineering?

3 MR. PETERSON: There are some regulations in  
4 there as far as what the ships have to provide to the  
5 port engineers for the, the different forms and the log  
6 books. That's all outlined in the safety management  
7 system.

8 MR. SHEPHERD: All right. Do you get  
9 involved in internal audits? Are you an internal  
10 auditor?

11 MR. PETERSON: I'm not an internal auditor,  
12 no.

13 MR. SHEPHERD: Okay. In your role as VPAs  
14 (phonetic), have you had any kind of, in the times  
15 you've -- First of all, let me make sure I understand  
16 how you are notified (inaudible). Is the notification  
17 that you, like the sheet that's posted on the ships  
18 that shows John Lawrence as the VPA, as John testified  
19 to, is your name on there as assistant VP?

20 MR. PETERSON: No.

21 MR. SHEPHERD: It's a notification that John  
22 sends out when he's on vacation or whatever?

23 MR. PETERSON: If he's out of pocket, right.

24 MR. SHEPHERD: Then they'll say you're  
25 acting as VPA?

1 MR. PETERSON: Right.

2 MR. SHEPHERD: Okay. Have you had any, in  
3 the times you acted as VPA, were there any --

4 MR. PETERSON: I've never had a call in.

5 MR. SHEPHERD: Okay. Good. And if you did  
6 get a call and it involved vessel safety, who would you  
7 report that to?

8 MR. PETERSON: It would depend on what the  
9 situation is.

10 MR. SHEPHERD: Right.

11 MR. PETERSON: Do you have a --

12 MR. SHEPHERD: All right, well, say, let's  
13 say it was a situation that was severe, severity that  
14 affected the actual safety of the vessel.

15 MR. PETERSON: I think if we were talking  
16 the safety of the vessel, then we would start talking  
17 about bringing in our whole response team on that.

18 MR. SHEPHERD: Okay. Maybe I didn't ask the  
19 question, I asked the question (inaudible). Do you  
20 have direct line of communication? I know you do with  
21 your direct report but does DPA give (phonetic) direct  
22 amount of authority to the CEO?

23 MR. PETERSON: Yes. Yes.

24 MR. SHEPHERD: Okay. Thank you.

25 MR. [REDACTED] [REDACTED] [REDACTED] Coast Guard. Would

1 you say that there is any competing priorities with  
2 safety and the safety management system?

3 MR. PETERSON: No, sir. No.

4 MR. [REDACTED] Coast Guard.  
5 Can I follow up on a brief safety question?

6 MR. KUCHARSKI: Sure.

7 MR. [REDACTED] Okay. In your opinion is  
8 safety directly linked to training and vice versa?

9 MR. PETERSON: Yes. Absolutely.

10 MR. [REDACTED] Okay. So who provides  
11 training oversight within the company?

12 MR. PETERSON: Well, our major training  
13 vehicle is through the unions for the ships' crews.  
14 That's where they come from.

15 For the new ships, we're also providing,  
16 we've developed through the unions but it was our  
17 development of courses to meet requirements for basic  
18 and advanced LNG safety.

19 In addition to that, we've gone out to  
20 training on the new gas-fired engines for all our  
21 engineers who additionally are training up the terminal  
22 people with awareness courses.

23 We just had that yesterday where we put  
24 about 40 people through the courses, the idea being  
25 that this is ship safety but we want everyone to have

1 an awareness of LNG and its characteristics. So that's  
2 an example of the kind of training that we're doing.

3 We've put all our, in addition to the  
4 terminal folks, we've had a lot of our office people go  
5 through these training courses with ABS. We flew half  
6 a dozen of them out to San Diego recently to be part of  
7 a course out there that was a full-day course with ABS  
8 for the safety side of that.

9 We've got involved with a local firefighting  
10 academy, with the Fire Academy of the South, to develop  
11 a firefighting course that we spearheaded bringing on  
12 there that would be a one-day course just for fighting  
13 gas fires on board ship.

14 This is in addition, we know that all our  
15 mariners are well-trained in firefighting. They all  
16 have firefighting courses, but this would be an  
17 addition, that extra step, but that's an example of the  
18 kind of things we're trying to do where training and  
19 safety are hand in hand.

20 MR. [REDACTED] Okay. So in my mind, what you  
21 described to me is baseline training.

22 MR. PETERSON: No, sir.

23 MR. [REDACTED] Let me just finish on that.  
24 In other words, when you get a union officer, no matter  
25 whether it's union, AMO or SIU, they're trained to the

1 standards that the union provides.

2 But how do you provide ship-specific  
3 training for, say, you know, the El Yunque? Yunque is  
4 different than all other ships. So, I mean, how do you  
5 provide specific training for that vessel?

6 MR. PETERSON: Well, that was established  
7 before I got here as far as the indoctrination  
8 pamphlets and we'd have to pull those out to see what  
9 they're covering.

10 I've got to go back to what we're doing with  
11 the new ones, though, is we're developing training  
12 films right now with a company that, actually two  
13 different videos that are for ship-specific orientation  
14 training so that it just outlines, it's a lot of  
15 animation as well as a walk-through on a ship that will  
16 outline the safety features on that ship apart from the  
17 LNG.

18 And then we have another video that deals  
19 with just the LNG, so the idea being that new crew  
20 members come on board. We'd sit them down and have  
21 them watch those as well as if we just had riders on  
22 board the ship.

23 MR. [REDACTED] Okay. And then looking at the  
24 organization chart, I don't see anybody labeled with  
25 the training responsibility.

1 MR. PETERSON: Correct. We don't have a  
2 dedicated trainer. It's been, I've been involved with  
3 the training for all the new vessels but --

4 MR. [REDACTED] And then who is responsible  
5 for reviewing the shipboard training records?

6 MR. PETERSON: I'm not sure. I'm not sure.

7 MR. [REDACTED] Thank you.

8 MR. KUCHARSKI: This is Mike Kucharski  
9 again. Do you offer any training, heavy-weather  
10 training handling, ship handling for the masters?

11 MR. PETERSON: Not beyond what they'd get at  
12 school.

13 MR. KUCHARSKI: Do you know if heavy-weather  
14 ship handling is given to them at the school?

15 MR. PETERSON: I don't know. I don't know.

16 MR. KUCHARSKI: Do you know if there is a  
17 list of critical equipment kept for the vessels?

18 MR. PETERSON: Yes. I've thought about  
19 that. I've seen the list but I'd have to research  
20 where I saw it.

21 MR. KUCHARSKI: Okay, and who generates that  
22 list?

23 MR. PETERSON: Oh, that was generated years  
24 ago.

25 MR. KUCHARSKI: And are there critical



1 spares and critical parts?

2 MR. PETERSON: Yes, there are.

3 MR. KUCHARSKI: Okay. Where are those parts  
4 and spares kept?

5 MR. PETERSON: On the ship, on the vessel.

6 MR. KUCHARSKI: On the ship. Or are they  
7 kept in your warehouse?

8 MR. PETERSON: We also have some -- They're  
9 not going to be the critical ones. We have a lot of  
10 common parts between the ships that are kept at the  
11 warehouse but critical stuff is usually kept on the  
12 ship.

13 MR. KUCHARSKI: You mentioned that you have  
14 oversight of safety for TSI, TOTE Services?

15 MR. PETERSON: Yes, sir.

16 MR. KUCHARSKI: Does any of that bleed over  
17 to TOTE Maritime Puerto Rico?

18 MR. PETERSON: They have their own safety  
19 people.

20 MR. KUCHARSKI: How about TOTE Maritime up  
21 in Alaska?

22 MR. PETERSON: The same. They'd have their  
23 own.

24 MR. KUCHARSKI: Have you held any shoreside  
25 incident response exercises?

1 MR. PETERSON: Yes. We had one, I think it  
2 was brought up before in one of the sessions. We had  
3 one with the El Faro. It was a request from the local,  
4 I'm trying to think if it was the fire department or  
5 Coast Guard. They were both involved with the  
6 operation where we used the El Faro as a platform for  
7 them when they were over at North Florida. We've also  
8 had some tabletop exercises recently getting ready for  
9 the new vessels.

10 MR. KUCHARSKI: Okay, so the one you just  
11 mentioned with the fire department, so that was a  
12 incident where the ship was alongside the dock?

13 MR. PETERSON: It was. The fire department  
14 would like to do one with the ship in the river moving,  
15 but that's kind of difficult.

16 MR. KUCHARSKI: How about any exercises with  
17 the vessel at sea, say, a fire at sea or a grounding or  
18 a --

19 MR. PETERSON: With us, with the shoreside,  
20 no.

21 MR. KUCHARSKI: General questions around the  
22 room?

23 PARTICIPANT: Yes, please. Just so once  
24 we're all together again, we've heard a lot of stories,  
25 or not stories but a lot of different parties giving us

1 information about the history of the El Faro with a  
2 conversion and extension.

3 I know you were involved in a lot of it.  
4 Would you be able to give us a quick summary of those  
5 two major portions of that ship's life and kind of give  
6 us a timeline as to what occurred and when they  
7 happened?

8 MR. PETERSON: Yes.

9 PARTICIPANT: You seem to be the best source  
10 of information.

11 MR. PETERSON: Well, I'm hesitant on dates.  
12 That's the only thing. I would have to go back and I  
13 could go back and give you the actual dates so maybe if  
14 I was a little vague on the dates.

15 When Totem Ocean initially bought this ship,  
16 they did the lengthening of the ship in Mobile at, I  
17 think it was called at the time, it's BAE now but it  
18 was Atlantic Shipyard I believe is what the name was at  
19 the time, Alabama Shipyard, whatever, in Mobile there.

20 It was taken around to the West Coast. Ran  
21 out there for many years between Tacoma and Anchorage.  
22 After the Orcas came online, she was used as a, she was  
23 chartered out for service, a lot of it over to Europe  
24 and Middle East. That was also still working for Totem  
25 Ocean, a lot of military cargo.

1                   Sea Star got into the Philadelphia market  
2 prior to my coming to work for them in 2010 and so to  
3 do that they brought the Northern Lights to Mobile  
4 again and did the conversion to put her, to match what  
5 they've got on the El Yunque and El Morro.

6                   Those two ships had been converted by Matson  
7 (phonetic) from a pure RO/RO ship to the RO/CON. So it  
8 was containers on main deck lifted by gantry crane and  
9 maintaining the second, third, and tank top as RO/RO  
10 decks, going from numerous ramps on the ship to one  
11 ramp at the aft or starboard side.

12                  Once the ship was in the Philadelphia  
13 service, that did not work out. Then she was laid up  
14 for quite a few years, the reason being the El Faro was  
15 always the one that was in the best shape of any of the  
16 ships but she did not have fructose tanks on her so  
17 that was the reasoning for not bringing her into  
18 service.

19                  They finally decided with the new ships,  
20 they built fructose tanks. The fructose tanks for the  
21 new ships are actually loaded into the container cells  
22 so what they decided to do was have some of these built  
23 in advance, put them on the El Faro so that we could  
24 bring her into service and take the El Morro out of  
25 service.

1                   And the El Morro was then scrapped, the idea  
2                   being that after the first ship comes into service,  
3                   replaces the El Faro, then the El Faro could have those  
4                   tanks taken back out and put onto the second ship that  
5                   is going into service.

6                   MR. [REDACTED]     Thank you.

7                   MR. SHEPHERD:   Al Shepherd, ABS.   Lee, do  
8                   you review the internal audit reports?

9                   MR. PETERSON:   No, I haven't.   I haven't.

10                  MR. SHEPHERD:   Okay.   Are those internal  
11                  audit reports discussed any time, you know, amongst the  
12                  management?

13                  MR. PETERSON:   Not to my knowledge.   I don't  
14                  think they have yet.

15                  MR. SHEPHERD:   Okay.   Do you happen to have  
16                  management reviews?

17                  MR. PETERSON:   Yes.

18                  MR. SHEPHERD:   What kind of things are  
19                  discussed at your management reviews with regard to  
20                  safety management system?

21                  MR. PETERSON:   There is a list of things on  
22                  there and I'd rather not guess and try to remember what  
23                  they were, but the management review is actually  
24                  conducted by John Lawrence.

25                  MR. SHEPHERD:   Okay.   And who attends those

1 meetings?

2 MR. PETERSON: The executive team.

3 MR. SHEPHERD: And who is that again,  
4 please?

5 MR. PETERSON: That's going to be the  
6 president, the vice presidents, and the director of  
7 labor relations and myself and the comptroller.

8 MR. SHEPHERD: Good. Okay. Do you have any  
9 recollection of, did you discuss things -- I'll just  
10 ask you a few questions. So you don't remember the  
11 list but could I ask you a few questions that might jog  
12 your memory?

13 MR. PETERSON: Sure. Yes.

14 MR. SHEPHERD: Did you discuss, like, non-  
15 conformities that you may have on the ships from either  
16 internal audits or external audits?

17 MR. PETERSON: Yes.

18 MR. SHEPHERD: Okay, and did you discuss the  
19 progress of those non-conformities or even observations  
20 perhaps?

21 MR. PETERSON: You know, I don't recall.  
22 I'm sorry. I don't recall.

23 MR. SHEPHERD: Okay. Okay. You discussed  
24 some of the records that are required by the management  
25 system as far as progresses I think with training

1 because you have a training matrix, a training addendum  
2 (phonetic) I think you guys call it, that it's a matrix  
3 that looks at the training that's required and --

4 MR. PETERSON: You know, I'm sorry, I don't  
5 remember the details on that. Yes.

6 MR. SHEPHERD: No problem. I won't press  
7 for it. I just, okay, thank you.

8 MR. KUCHARSKI: Mr. Peterson, I have one  
9 final question for now. Back to the shoreside safety  
10 management system, I know you said you didn't know what  
11 standard it was but you said something about ISO. Do  
12 you know the exact name of it? Not ISO but is it  
13 called the shoreside safety management system?

14 MR. PETERSON: I don't know. I don't know.

15 MR. KUCHARSKI: Okay. Anything else?

16 I have no further questions. The group  
17 doesn't have any further questions and the time is now  
18 1510. The interview has ended. Thank you very much  
19 for your time.

20 (Whereupon, the above-entitled matter went  
21 off the record at 3:10 p.m.)

<b>A</b>			
<b>able</b> 54:25 75:4		11:14 18:20 25:11,16	<b>background</b> 6:24,24
<b>aboard</b> 37:10		42:4,6 46:18 49:19	23:6 41:9
<b>above-entitled</b> 60:9		51:6 71:24	<b>BAE</b> 75:17
79:20		<b>anymore</b> 21:14	<b>BAHAMAS</b> 1:4
<b>ABS</b> 1:17,19 5:3 66:3		<b>apart</b> 71:16	<b>barge</b> 10:8 51:16
70:5,7 77:7		<b>apologize</b> 42:15	<b>barges</b> 50:13,14,23
<b>absolutely</b> 24:4,4 47:4		<b>applies</b> 66:8	51:1,3,12 59:12
47:4 63:24,24 69:9		<b>apply</b> 66:18	<b>base</b> 34:25 36:10
<b>academy</b> 7:2 70:10,10		<b>approximately</b> 13:1	<b>based</b> 4:14 30:16 33:1
<b>acceptance</b> 62:8		<b>ARC</b> 22:19	35:8
<b>Accident</b> 1:4		<b>architect</b> 55:13	<b>baseline</b> 70:21
<b>acted</b> 68:3		<b>areas</b> 47:7 54:8	<b>basic</b> 69:17
<b>acting</b> 67:25		<b>arrangements</b> 54:22	<b>basically</b> 17:21 30:5
<b>actions</b> 2:16		<b>ashore</b> 29:7	35:2 49:13
<b>active</b> 39:8		<b>asked</b> 7:21 8:2 31:13	<b>basis</b> 11:20 49:1
<b>activities</b> 14:13		39:20,20 40:2 58:8	<b>beginning</b> 12:20,24
<b>actual</b> 22:13 23:19		61:2 68:19	<b>behalf</b> 1:21 3:9
32:24 39:12 41:10		<b>asking</b> 3:13,14,14	<b>believe</b> 14:20,23 19:2
56:15 68:14 75:13		20:25 33:10 57:11,12	28:6 43:19 57:1 60:23
<b>addendum</b> 62:13 79:1		<b>assets</b> 54:1	62:14 75:18
<b>addition</b> 26:5 69:19		<b>assign</b> 2:13	<b>Bell</b> 1:15 5:7,7 16:18,18
70:3,14,17		<b>assigned</b> 22:24 35:25	16:25 17:5,10 23:22
<b>additionally</b> 69:21		<b>assistance</b> 11:15	23:22 24:3,13,16 31:1
<b>address</b> 64:6		<b>assistant</b> 13:12 22:15	31:1,5,11 35:18,18,22
<b>admin</b> 17:3		23:25 67:19	36:12,24 37:4,7 56:14
<b>Admiral</b> 39:12		<b>assume</b> 42:19,20	56:14 57:4,7,11 58:3
<b>advance</b> 76:23		<b>Atlantic</b> 75:18	58:6,24 59:2,6,9
<b>advanced</b> 69:18		<b>attends</b> 77:25	<b>best</b> 4:4 34:22 75:9
<b>advertised</b> 17:19		<b>attorney</b> 3:7,8	76:15
<b>afraid</b> 53:7		<b>audible</b> 32:5 34:11	<b>beyond</b> 47:18 72:11
<b>aft</b> 76:11		<b>audio</b> 1:23	<b>big</b> 48:17 53:12 56:4
<b>afternoon</b> 2:3 5:22 53:9		<b>audit</b> 77:8,11	<b>bigger</b> 54:7
<b>agency</b> 3:18		<b>audited</b> 65:8,16	<b>biggest</b> 9:22,24
<b>agent</b> 22:11		<b>auditing</b> 64:25	<b>billets</b> 43:8
<b>ago</b> 13:17 59:11 72:24		<b>auditor</b> 65:9 67:10,11	<b>billing</b> 26:4
<b>ahead</b> 64:15		<b>audits</b> 67:9 78:16,16	<b>Bishop</b> 1:22 5:1
<b>AI</b> 1:19 5:15 13:9 66:3		<b>August</b> 8:4	<b>bit</b> 10:15 15:13 33:11
77:7		<b>authority</b> 68:22	35:14 56:5
<b>Alabama</b> 75:19		<b>authorize</b> 31:2,6	<b>blame</b> 2:14
<b>alarms</b> 8:24		<b>available</b> 43:1 61:16,18	<b>bleed</b> 73:16
<b>Alaska</b> 73:21		<b>Avenue</b> 42:21	<b>bleeds</b> 64:1
<b>Alexander</b> 42:21		<b>avoidance</b> 51:8	<b>blurt</b> 25:10
<b>allowance</b> 33:1		<b>AVP</b> 8:2	<b>board</b> 1:1,24 5:23 43:17
<b>allowed</b> 3:1		<b>aware</b> 3:22 39:19 61:20	53:14 55:20 70:13
<b>alongside</b> 50:23 74:12		61:21,24 64:3	71:20,22
<b>American</b> 5:15 13:9		<b>awareness</b> 26:19,20,21	<b>body</b> 40:15
<b>AMO</b> 70:25		26:22 47:21 69:22	<b>bollard</b> 54:5 56:6
<b>amount</b> 30:8,8,15 68:22		70:1	<b>Bon</b> 61:17
<b>analysis</b> 61:22			<b>bonus</b> 27:19 28:18 29:6
<b>analyze</b> 4:1			29:16,22,25 30:2,5,6
<b>Anchorage</b> 75:21			30:15,20
<b>Andersen's</b> 67:2			<b>bonuses</b> 29:5 30:11,20
<b>animation</b> 71:15			31:2,12,19,24
<b>answer</b> 3:10 4:4,6,9,14			<b>books</b> 67:6
6:2,3 36:22 41:17			<b>bought</b> 75:15
63:6,7			<b>boxes</b> 50:23
<b>anybody</b> 10:23 11:10			<b>break</b> 33:25 44:19 60:6
			60:8
<b>B</b>			
		<b>back</b> 4:12,13 11:23	<b>Brian</b> 1:16 5:5 22:10
		20:19 23:18,23 27:4	44:10
		50:1 51:3 52:25 53:25	<b>brief</b> 69:5
		56:14 59:12 61:1,10	<b>briefly</b> 10:21
		65:5 71:10 75:12,13	<b>bring</b> 44:25 45:3 50:23
		77:4 79:9	55:24 76:24
		<b>backdrop</b> 48:12	<b>bringing</b> 40:14 42:7
		<b>backfill</b> 11:10	47:21 68:17 70:11
			76:17
			<b>brought</b> 24:5 40:10
			42:8 45:8 74:2 76:3
			<b>budget</b> 32:8,11,12,13
			32:21,24 33:9,14,20
			<b>budgets</b> 32:17
			<b>built</b> 10:8 76:20,22
			<b>bullet</b> 29:1
			<b>bump</b> 33:2
			<b>bunkered</b> 10:7
			<b>bunkering</b> 9:19,21,25
			10:4,12,13 15:25 55:2
			<b>Bureau</b> 5:15 13:9
			<b>burns</b> 10:5
			<b>business</b> 7:9
			<b>buyers</b> 25:25
<b>C</b>			
			<b>Cadorete</b> 19:5
			<b>call</b> 36:6,13,13,21 46:15
			52:6,9 56:15,18 58:4
			58:7,8,14 68:4,6 79:2
			<b>called</b> 16:20 52:6,11
			53:2 75:17 79:13
			<b>calling</b> 53:3 62:14
			<b>calls</b> 36:15 53:24 54:14
			<b>candidate</b> 39:21 40:10
			43:15 44:1 46:13
			<b>candidate's</b> 44:5
			<b>capacity</b> 55:23
			<b>capital</b> 33:8
			<b>capital-intensive</b> 33:5
			<b>captain</b> 19:3,7,10,17
			20:2 23:1 24:7 38:2
			42:7 48:11 49:23
			56:18 58:7,7
			<b>captain's</b> 57:13
			<b>captains</b> 20:10 37:18
			39:2 49:12,15
			<b>car</b> 53:7
			<b>care</b> 18:2 23:4
			<b>cargo</b> 49:5,6 50:13,13
			51:18,23,24 52:1
			75:25
			<b>Carrie</b> 1:15 5:7 16:18
			23:22 31:1 35:18
			56:14
			<b>carrying</b> 51:18
			<b>case</b> 53:2
			<b>cause</b> 3:19 4:2



**cell** 8:24 52:11  
**cells** 76:21  
**center** 1:12 36:13 56:18  
     57:22 58:4,8  
**CEO** 68:22  
**certain** 4:9 22:25  
**certificate** 2:16  
**chairman** 5:6,8  
**chance** 4:16 53:16  
**change** 62:10,11,17  
**changed** 7:13 62:19,21  
**changes** 29:3 59:3  
     60:19 61:2 62:15,23  
     66:23  
**changing** 29:4 61:3  
**characteristics** 70:1  
**charge** 5:24 53:20  
**charged** 3:19  
**chart** 9:2 11:1 16:19  
     22:13 23:23 25:25  
     71:24  
**charter** 50:19  
**chartered** 50:16,17,22  
     75:23  
**charterer's** 52:2  
**checklist** 44:2  
**chicken** 10:3  
**chief** 7:7 23:1,1 37:18  
     39:2,2 42:8 44:11  
     46:9  
**choice** 3:2  
**choices** 45:17  
**Christmas** 30:6,20  
**civilian** 5:10  
**clarification** 12:8 24:18  
     42:12  
**clarify** 33:22 34:2 58:3  
     61:2,7  
**class** 45:1 56:4  
**clear** 33:20 39:23 59:11  
**clearer** 42:17  
**clockwise** 4:25  
**close** 48:21,23  
**Coast** 1:4,16,17,18 5:9  
     5:18,20 10:18,25  
     12:14 17:12 20:6  
     25:12 29:21 43:4 48:5  
     49:25 50:10 53:4  
     55:17 59:10,21 68:25  
     69:4 74:5 75:20  
**Cole** 54:14  
**collateral** 22:3  
**come** 7:21 8:3 10:5,11  
     10:13 15:15 20:19  
     26:17 28:23 34:20  
     35:13 36:15 37:14  
     42:4,4,23 52:18 55:4  
     62:15 69:14 71:20

**comes** 49:17 77:2  
**comfortable** 57:18  
     58:13  
**coming** 9:20 10:1,3  
     15:2 23:7 29:3 47:11  
     49:15 54:1,10,23 76:2  
**command** 1:12 52:17  
     53:19 57:22  
**comments** 3:11 28:19  
     45:18  
**commercial** 25:19  
**commitment** 63:21  
**common** 54:15 73:10  
**communicate** 22:25  
**communication** 11:23  
     12:1 68:20  
**companies** 33:7  
**company** 7:14,17,18  
     8:7 14:19 16:10 18:3  
     18:20,23 20:6,9 21:8  
     26:14 28:22 29:10,11  
     29:22 30:10,13 31:8  
     31:21 33:5 36:8 42:8  
     45:9 47:3 48:7 49:20  
     50:19,20 51:14,15  
     54:19 56:12 59:12,13  
     59:14,18 63:3 66:8,12  
     69:11 71:12  
**compensated** 27:13  
**compensation** 31:25  
**competing** 69:1  
**complement** 35:16  
**complete** 50:22  
**completed** 50:2  
**compliance** 17:21,25  
     34:24  
**comptroller** 32:20 78:7  
**concerns** 45:4 46:14  
**Concurrent** 7:8  
**condition** 7:10  
**conducted** 77:24  
**confer** 32:13  
**conference** 34:18 52:21  
**confidentiality** 2:15  
**conformities** 78:15  
**confused** 50:14  
**confusing** 4:10,14  
**Congress** 3:19  
**consider** 59:7  
**consideration** 60:2  
**considered** 23:15 44:14  
**consistent** 43:16  
**constant** 11:23 12:1  
**consult** 3:9 41:14  
**consumables** 33:15  
**contact** 4:18 19:25,25  
     36:4 49:8 53:21,23  
     54:21

**contagious** 46:3  
**container** 76:21  
**containers** 76:8  
**continue** 21:18 60:16  
**continued** 7:5,19 48:22  
**contracted** 56:13  
**contractor** 37:13  
**contracts** 14:6 24:6  
**conversation** 56:17  
**conversations** 34:16  
     59:24  
**conversion** 75:2 76:4  
**converted** 76:6  
**convinced** 52:25  
**cool** 46:3  
**coordinator** 16:20 56:8  
**copied** 11:25  
**copy** 2:21 18:25  
**correct** 2:23 8:21,22 9:7  
     10:2 11:3 13:12 25:21  
     27:6,7 34:8 36:22  
     44:6 51:2 60:25 61:13  
     72:1  
**correctly** 25:18 66:5  
**Cosgrove** 54:14  
**cost** 33:1  
**couple** 38:7 39:17  
**course** 22:20 35:25  
     70:7,7,11,12  
**courses** 69:17,22,24  
     70:5,16  
**covering** 71:9  
**covers** 25:19  
**Cox** 16:10,12  
**crane** 55:23 76:8  
**creates** 49:18  
**crew** 18:24 37:10 49:1  
     71:19  
**crewing** 25:22 38:24  
     43:5 47:14  
**crews** 42:7 55:20 62:4  
     69:13  
**critical** 72:17,25 73:1,9  
     73:11  
**Crowley** 54:12,13,14,20  
     54:22 55:6 56:3  
**cubicles** 11:23  
**culture** 45:5,9,22,23  
     49:10  
**current** 6:25 8:11 38:5  
     38:16,20 65:11  
**currently** 10:8 16:2  
     17:5 18:15 38:11,20  
**custom** 10:15  
**customers** 7:21  
**czar** 46:15

---

**D**


---

**D7** 57:21  
**daily** 14:12 15:24 20:13  
**damage** 7:11  
**Dante** 59:24  
**date** 11:2 54:16  
**dates** 75:11,13,14  
**Davidson** 38:2  
**day** 34:16  
**day-to-day** 14:12 21:1,2  
**days** 56:24 63:1  
**DCA16MM001** 1:4  
**dead** 52:13  
**dealings** 51:16 56:7  
**deals** 71:18  
**deceive** 4:9  
**decided** 31:4 76:19,22  
**decision** 53:1  
**decisions** 26:7,9 44:24  
**deck** 40:10,11 45:1 76:8  
**decks** 76:10  
**decreased** 32:23  
**dedicated** 23:12 72:2  
**deeper** 17:25  
**delivers** 23:17  
     ██████████ 1:16 5:18,18  
     48:2,4,4 49:11  
**department** 9:15,16  
     26:5 27:10 32:11,13  
     33:12 35:19 39:10  
     66:19 67:1,2 74:4,11  
     74:13  
**departments** 32:10  
**depend** 20:10 34:24  
     68:8  
**dependence** 36:9  
**depending** 45:2  
**describe** 17:17  
**described** 70:21  
**description** 10:21,23  
     17:18,23 18:6,7,13  
     20:13  
**descriptions** 18:5  
**design** 10:13,15  
**designated** 13:12 18:4  
**designs** 10:19  
**details** 64:18 79:5  
**determine** 4:1  
**determined** 16:21  
**determining** 3:19  
**develop** 32:8 33:19  
     70:10  
**developed** 33:15 69:16  
**developing** 71:11  
**development** 66:11  
     69:17  
**Diego** 70:6  
**different** 3:23 33:4 48:7  
     63:1 67:5 71:4,13

74:25  
**difficult** 74:15  
**direct** 10:22 13:24  
 15:20 27:5 34:13  
 53:18 68:20,21,21  
**direction** 55:16  
**directive** 60:20  
**directives** 61:7,10  
**directly** 13:21 15:17  
 23:1 69:8  
**director** 6:14,16 8:20  
 9:6,10,12 11:6 15:14  
 31:2 78:6  
**disabled** 57:5,7  
**discharge** 10:16  
**discretion** 62:8  
**discuss** 78:9,14,18  
**discussed** 43:19 60:17  
 77:11,19 78:23  
**discussing** 43:25  
**distance** 54:11  
**distressed** 57:7,9  
**distribution** 26:25  
 39:22  
**District** 1:12  
**divided** 22:17  
**dock** 74:12  
**docket** 2:17,22  
**document** 28:22  
**documents** 17:3  
**doing** 3:25 39:13 46:18  
 56:24 57:24 70:2  
 71:10  
**Don** 49:4,5  
**dotted** 23:24 24:10  
**dozen** 70:6  
**DPA** 68:21  
**dredge** 24:18  
**drill** 33:11  
**drive** 7:15,24  
**driving** 52:8  
**duties** 15:6 20:13,17,25  
 21:2 37:22 40:19  
 47:11

---

**E**


---

**earlier** 18:21 50:12,12  
 60:23  
**early** 53:3  
**East** 75:24  
**egg** 10:3  
**either** 44:11 65:16  
 78:15  
**EI** 1:4 2:6 44:11 52:6  
 53:19 59:24 60:21  
 61:5,8,16 71:3 74:3,6  
 75:1 76:5,5,14,23,24  
 77:1,3,3

**element** 15:11  
**email** 11:25  
**emails** 14:14 26:17  
 58:22  
**emergency** 35:19  
**EMOS** 23:18  
**employees** 45:24  
**employment** 27:14  
**encourage** 18:24  
**encouraged** 48:24  
**ended** 54:2 55:9,11  
 56:23 79:18  
**enforcement** 3:20  
**engaged** 12:18,19  
**engine** 37:19 39:10  
 45:1  
**engineer** 8:3 18:25  
 21:15 23:2 33:18 35:8  
 35:15 37:13 38:4,14  
 48:22  
**engineering** 5:4,5,21  
 8:8,17 67:2  
**engineers** 37:18 39:2  
 41:4 42:8 44:11 46:9  
 48:23 64:5 67:5 69:21  
**engines** 69:20  
**ensure** 43:14  
**entails** 9:12  
**enter** 8:13  
**entirely** 11:15  
**entity** 6:20,21  
**entrenched** 47:11  
**equipment** 55:14,20,20  
 55:25 56:9 72:17  
**equipped** 10:16  
**ESQ** 1:22  
**established** 71:6  
**Eunice** 19:5  
**Europe** 75:23  
**evaluation** 21:6 38:9  
**evaluations** 21:7  
**event** 56:21  
**Eventually** 10:7  
**everybody** 4:14 15:5  
 29:22 44:25 46:20  
 49:19 58:18  
**evidentiary** 3:12  
**evolving** 36:17  
**exact** 79:12  
**exactly** 27:24 36:19  
 62:6  
**example** 70:2,17  
**examples** 66:17  
**excuse** 14:3 25:7,7 36:1  
 61:1  
**executive** 78:2  
**exercises** 73:25 74:8  
 74:16

**existence** 34:7  
**expenditure** 32:23  
**experience** 34:23 44:22  
 45:2,3  
**explain** 24:3 34:12  
 38:12 39:6  
**extension** 75:2  
**external** 65:9 78:16  
**extra** 70:17

---

**F**


---

**fact** 4:1 48:8  
**factors** 30:16  
**fall** 27:8,9  
**familiar** 36:15  
**family** 49:18  
**fantastic** 12:4  
**far** 3:15 4:21 21:24  
 22:13 26:11,18 33:3  
 35:16 36:9 45:7 48:9  
 53:25 55:16 57:1  
 58:16,21 60:17 62:1,9  
 63:7 64:4,6 65:4  
 66:11 67:4 71:7 78:25  
**Faro** 1:4 2:6 44:11 52:6  
 53:19 60:21 61:5,8,16  
 74:3,6 75:1 76:14,23  
 77:3,3  
**fault** 2:14  
 1:17 5:9,9  
 10:25,25 11:5,10,14  
 12:14,14,24 13:4,7  
 17:12,12,17,24 18:6  
 18:10 20:5,5,11 24:17  
 24:17,22,25 25:12,12  
 25:15 29:21,21,24  
 30:2,15,19,23,25  
 31:15,15,22 43:4,4,10  
 43:13,21 44:4,9 50:10  
 50:10,18 51:1,6,13,21  
 52:1,4 59:10,10,17,20  
 69:4,4,7,10 70:20,23  
 71:23 72:4,7 77:6  
**fax** 61:19  
**features** 71:16  
**feel** 57:18  
**feels** 49:19  
**Feltel** 1:22 5:1,1  
**fighting** 70:12  
**figure** 33:2  
**figured** 47:22  
**figuring** 33:4  
**file** 43:15  
**fill** 19:12 43:8 62:5  
**filled** 16:21,24  
**films** 71:12  
**filter** 29:8  
**final** 79:9

**finally** 53:8 55:6 76:19  
**finding** 4:1 12:21  
**fine** 4:5,6,7,15 56:21  
**finish** 70:23  
**Finsterbusch** 12:11  
 34:15  
**fire** 70:10 74:4,11,13,17  
**firefighting** 70:9,11,15  
 70:16  
**fires** 70:13  
**firm** 5:2  
**first** 7:4 14:15 16:11  
 31:20,21 39:2 44:21  
 54:2 56:1 62:13 67:15  
 77:2  
**Fisker** 67:1  
**Fisker-Andersen** 1:20  
 8:16,16 41:13,20,21  
 51:16  
**five** 7:7 32:3 56:24  
**flat** 32:22  
**fleet** 60:21 61:7  
**flew** 70:5  
**Florida** 1:11,12 74:7  
**flown** 57:21  
**focus** 7:15 9:18,22,24  
 9:24 15:24  
**fold** 45:4  
**folks** 48:18,18 70:4  
**follow** 18:11 20:5 31:15  
 69:5  
**follow-on** 6:3 60:16  
 65:8  
**forget** 57:3  
**form** 15:16 62:5  
**forma** 2:9  
**formal** 37:3  
**formalized** 44:2  
**formally** 20:6,9  
**formed** 3:23 4:15  
**forms** 62:13 67:5  
**Fort** 54:24 55:12,14  
 59:23  
**forth** 11:24 51:3 53:25  
 59:12  
**Foss** 7:13  
**four** 30:7,9  
**fourth** 8:6 10:10  
**frame** 12:17,25  
**free** 49:19  
**front** 11:22 22:13 25:3  
**fructose** 76:16,20,20  
**fuel** 47:24  
**full** 6:9,20 7:17  
**full-day** 70:7  
**function** 18:18  
**funnels** 23:8,10  
**further** 30:3 79:16,17

fuzzy 52:9

**G****G-E-E** 14:1**gantry** 76:8**gas** 24:19,21,22 25:13  
45:2 70:13**gas-fired** 69:20**gear** 49:7**Gee** 13:25 14:2 15:21  
23:15**general** 6:5 20:12 22:23  
24:25 39:20 40:2,5  
57:11 74:21**generally** 22:21 32:25  
34:22**generated** 72:23**generates** 72:21**generation** 7:25**gentlemen** 7:9,12**getting** 10:19 14:17  
15:4,8,9 23:2 43:2  
47:24 55:9,11 56:8  
59:22 74:8**GIL** 1:22**Gilbert** 5:1**give** 6:20 12:17 17:13  
30:4 31:11,17,23  
64:18 66:16,17 68:21  
75:4,5,13**given** 9:2 59:4 72:14**giving** 36:22 74:25**glad** 2:21**glaring** 2:23**glitches** 36:18**go** 2:8,17 3:5 4:11,23  
7:13 17:24 23:18,23  
25:16 26:24 27:4 29:8  
30:3 32:18 33:3 37:13  
37:17,18 44:17 51:19  
52:21 55:15,16 61:1  
62:14,18 64:5,15  
66:11 67:1 70:4 71:10  
75:12,13**goal** 44:21**goes** 23:24 32:19 33:6  
33:17 61:18 62:13  
63:7**going** 10:20 11:19  
12:21 15:10,11 16:16  
19:1 22:21 31:8 32:14  
33:2,18 34:17 38:25  
44:17,18,21 45:13  
47:20,22 49:8,9 50:1  
51:2 52:10,25 53:15  
53:22,24 54:4,7,25  
55:3,15,19,24 56:2,14  
56:22 57:8 58:22,22

62:16,20 66:21 73:9

76:10 77:5 78:5

**good** 2:3 5:22 12:23  
21:17 23:3 26:4 28:20  
40:9 45:16 46:21  
47:12 52:22 63:6,7  
68:5 78:8**government** 19:9,16,21  
24:6,11 25:19**grabbed** 46:16**graduate** 7:1**Great** 6:23 32:6 42:19**Greene** 13:22 39:12

41:22 42:1,14,18

**grievance** 43:15**grounding** 74:17**grounds** 3:12**group** 5:4,6,8,10,12,14  
5:17,19,21,25 8:8,18  
10:21 11:18 12:3 15:2  
26:24 43:19 64:5  
79:16**groups** 3:23,24**guarantee** 2:15**Guard** 1:16,17,18 5:9

5:19,20 10:18,25

12:15 17:12 20:6

25:12 29:21 43:4 48:5

49:25 50:10 53:4

55:17 59:10,21 68:25

69:4 74:5

**guess** 33:10 66:10

77:22

**guessing** 41:16**guidance** 12:5 34:21

55:17

**guy** 14:16 46:11**guys** 23:5 28:23 37:12

37:14 53:16 79:2

**H****habits** 33:24**half** 12:23 70:5**Hall** 7:3**hand** 70:19,19**handle** 17:2**handled** 36:19 58:1,14**handling** 72:10,10,14**happen** 77:15**happened** 36:10 38:23

61:8 75:7

**happening** 11:24 34:19**happens** 35:14**happy** 23:5**hard** 33:25 44:24 45:15

45:17,25 46:5 47:5

**hardest** 46:10**hate** 42:19**hats** 46:5**Hawk** 54:24 55:18 56:1  
56:4**hazard** 61:22**He'll** 49:22**head** 16:12 34:17**headed** 47:25**heard** 3:18 50:11 74:24**heavily** 48:11**heavy** 42:25**heavy-weather** 72:9,13**held** 48:24 73:24**hello** 49:23**help** 19:13 36:14**helpful** 4:19**hesitant** 75:11**hesitate** 23:3**highlighted** 62:20**hire** 17:14**hiring** 43:5,16 44:5**history** 75:1**hold** 58:12**Hole** 55:15**home** 53:6 55:24**honest** 52:24 58:16**honorary** 41:9**Hotel** 1:10**hour** 56:25**hours** 28:5,5 55:1,8**huddle** 52:22**huge** 45:4**human** 5:7,10,12,16**hurry** 55:5**I****idea** 19:15 31:24 50:7

69:24 71:19 77:1

**identify** 3:6 20:22 25:10**immediately** 7:3**immunity** 2:15**IMO** 65:21,21,22**implemented** 66:13**impressed** 57:25**impressive** 57:24**improvement** 58:16**inaudible** 30:23 34:10

47:18 48:2 50:9 56:6

67:16 68:19

**incidence** 35:5**incident** 1:4 2:6 4:3

52:7,17 53:19 73:25

74:12

**incidents** 28:2,11**include** 18:7,14**includes** 27:23**incorrect** 9:8**increase** 2:13**increased** 32:23**independent** 3:17**individual** 43:23 50:3**individuals** 50:4**indoctrination** 71:7**informal** 34:16**information** 4:18 19:25  
75:1,10**informed** 52:12**infrastructure** 10:4**initial** 52:6**initially** 7:20 12:21

52:24 75:15

**injury** 28:14**inspiration** 19:21**instance** 35:13**integrated** 63:14**intense** 22:22**interact** 39:10**interchangeable** 34:3**interested** 28:24**interesting** 46:1**interface** 37:10 38:1

66:23

**interfacing** 56:7**interim** 10:6**internal** 67:9,9,11 77:8

77:10 78:16

**internally** 65:15,16**interview** 1:7 2:5,10,17

4:16 6:1 13:11 39:1

42:4,10 43:14,22 50:1

60:15,24 79:18

**interviewed** 2:6 41:5**INTERVIEWEE** 1:21**interviews** 38:22 39:25

40:17 41:23 42:2

43:16 44:15 50:2 63:1

**introducing** 8:15**introductions** 8:14**Invader** 56:4**investigation** 2:13 3:25**investigator** 5:10,24**Investigator-in-charge**

1:14

**invoice** 22:15 23:20,20

26:1,1 29:12

**involved** 11:16 12:16

15:13 21:5 27:25 35:7

38:8,15,18,21 39:25

40:16,20 41:7 43:2,20

47:19 49:5 59:24

66:22 67:9 68:6 70:9

72:2 74:5 75:3

**involvement** 10:18**ISO** 10:13,14,16 18:3

63:8,10 64:17,22,25

65:4,10,24 79:11,12

**issues** 14:15 30:7

**J**

**Jacksonville** 1:11 8:10  
9:21 10:9 14:17 51:4  
**James** 44:12  
**January** 8:12 12:22  
13:3,4,18 14:11 15:7  
15:23 16:4  
**Jean** 46:4  
**Jersey** 14:19 17:16  
**JHA** 61:21  
**Jim** 1:20 8:16 40:8  
41:12,21 45:15 51:16  
52:11,12 67:1  
**Jim's** 67:1  
**Jimmy** 45:10,13  
**Joann** 53:23  
**job** 7:4 8:4,4 9:12 10:21  
10:23 11:5,6 12:20,23  
12:25 17:18,19,21,22  
18:4,6,7,13 20:13,13  
24:15 45:16 58:2  
61:22  
**jog** 78:11  
**John** 9:14 11:18,22,24  
12:9,10 13:11,25 15:3  
15:21,22 16:19 17:8  
17:13 32:12 34:14,14  
34:20 35:2,6 36:3  
40:9 41:3 48:10 53:6  
62:7,7 67:18,18,21  
77:24  
**John's** 35:11 36:20  
**July** 14:21,24  
**June** 14:20

**K**

**K-E-N-N-E-T-H** 6:11  
**keep** 23:5 33:22  
**keeping** 54:16  
1:17 5:9 10:24,25  
12:12,14 17:12 18:12  
18:12 20:5 24:17  
25:12 29:21 31:15  
43:4 50:10 59:10 69:4  
**Kenneth** 6:10 60:11,12  
**kept** 72:17 73:4,7,10,11  
**Kevin** 1:19 5:13  
**Kevin's** 40:20  
**kind** 16:25 26:16 48:12  
53:3 59:13 63:20  
67:14 70:2,18 74:15  
75:5 77:18  
**knew** 31:8 52:12 56:20  
56:22  
**know** 2:18,20 4:5,18  
10:4 11:18 16:3 19:1  
28:1,1,21 29:2,4,17  
30:11 31:4,9 33:4,23

35:13 36:14,19 37:1  
39:11 44:24 45:1,6,17  
46:5,10,12,13 48:6  
49:1,15,16 50:8,11  
51:15 52:24 53:12,22  
54:15 55:22,24 56:15  
56:15 58:8,11,20,24  
59:14 60:4,4 61:14,15  
61:17 64:22 68:20  
70:14 71:3 72:13,15  
72:15,16 75:3 77:11  
78:21 79:4,10,10,12  
79:14,14

**knowledge** 4:5 20:1  
34:25 36:10 64:9  
77:13  
**known** 45:15  
**knows** 23:20  
**Kondracki** 40:7 41:12  
41:16  
**Kucharski** 1:15 2:3,12  
3:1,5,17 4:21,23 5:25  
6:12,16,19,23 8:13,19  
8:23 9:5,8,11,23  
10:20 12:7,8,12 13:15  
13:20,23 14:2,5,9,24  
15:7,14,19,22 16:7,13  
16:16 20:12,16,19,22  
20:24,24 21:5,10,12  
21:16 22:1,5,8 25:7,9  
25:16,24 26:6,10,21  
27:1,3,8,11,13,16,19  
27:21 28:8,10,13,17  
28:25 29:6,12,15,19  
31:23,23 32:3,6,16,21  
33:10,14,21 34:1,6,9  
34:12 35:1,4,7,11  
37:9,16,21,24 38:1,5  
38:8,12,15,18 39:5,15  
39:19,24 40:5,16,23  
40:25 41:3,10,16  
42:12,16,19 45:21  
46:19,22,24 47:1,2,5  
48:1,3 52:5,16 53:18  
56:10,11 60:7,14,23  
61:6,10,15,21,25  
62:22,25 63:10,13,17  
64:13,13,15 65:7,7,13  
65:15,19,23 66:1 69:6  
72:8,8,13,16,21,25  
73:3,6,13,16,20,24  
74:10,16,21 79:8,15

**L**

**L-E-E** 6:11  
**labeled** 71:24  
**labor** 78:7  
**laid** 11:21 76:13

**large** 53:13  
**larger** 56:5  
**lashing** 49:7  
**late** 8:11 53:9  
**Lauderdale** 54:25 55:12  
55:14 59:23  
**Laughter** 32:2  
**law** 5:2  
**Lawrence** 9:14 12:10  
13:11,25 16:19 17:13  
32:12 34:15 40:9 41:3  
48:10 53:6 62:7 67:18  
77:24  
**LCDR** 1:18  
**lead** 9:19 16:5,5,7 41:19  
**leadership** 63:22  
**Lee** 1:7 2:5 6:10 13:10  
60:11,13,15 77:7  
**leery** 37:2  
**left** 7:13 8:9  
**legal** 2:15 3:12  
**lengthening** 75:16  
**let's** 4:23 6:4 52:21 54:7  
68:12  
**level** 29:7 57:23  
**levels** 63:22 64:9  
**liability** 2:14  
**liaison** 9:16  
**life** 75:5  
**lifted** 76:8  
**Lights** 76:3  
**limit** 6:4  
**limited** 3:12  
**line** 4:9 23:24 24:10  
47:16 55:3 61:25  
68:20  
**lines** 49:7 63:20  
**linked** 69:8  
**liquefaction** 10:8  
**Lisa** 13:25 14:2 15:21  
23:14  
**Lisa's** 26:5  
**list** 26:25 72:17,19,22  
77:21 78:11  
**listen** 39:7  
**listened** 40:3 56:16  
**listening** 56:17  
**little** 10:15 17:24 30:3  
33:11 50:12,14 56:5  
58:10 75:14  
**living** 33:1  
**LNG** 9:19,25 10:4,5,12  
11:7,11 12:15,21  
15:10,12,24 16:4  
38:23 40:19 44:22  
45:10,22 47:13,23  
54:15 66:21 69:18  
70:1 71:17,19

**loaded** 76:21  
**local** 70:9 74:3  
**located** 54:24  
**log** 26:14 67:5  
**logs** 26:15,16  
**long** 12:15 13:17 35:22  
36:8 45:14  
**longer** 34:7  
**look** 29:4 51:7 52:22  
53:17  
**looking** 16:23 28:5,6  
34:21 39:11 52:11  
71:23  
**looks** 11:1 16:20 79:3  
**loss** 60:21  
**lost** 28:3,16  
**lot** 10:17,18 12:5 14:15  
15:1,4,10 33:8 34:23  
36:9 37:12 40:7,8,8  
40:19 45:16 46:6  
47:10,13 48:22 49:5  
49:16 53:11,11,24  
70:4 71:14 73:9 74:24  
74:25 75:3,23,25  
**Louis** 1:17 5:3  
**Louisiana** 50:21,21  
59:13  
**lower** 50:13

**M**

**magnitude** 4:2 31:24  
**main** 9:18,24 15:24  
36:3 45:6 76:8  
**maintaining** 76:9  
**major** 23:1 69:12 75:5  
**making** 15:5 23:4 36:20  
48:25 66:4  
**man** 23:12 28:5  
**management** 17:3 18:2  
60:20 62:3 63:2,3,5  
63:14,21 64:1,9 65:9  
65:23 66:6,8,18 67:6  
69:2 77:12,16,19,20  
77:23 78:24 79:10,13  
**manager** 12:4 14:4,6  
22:15 24:1,8 27:5  
32:12 49:4  
**manages** 64:19  
**managing** 11:15 18:1  
64:21  
**maneuverability** 54:9  
**manuals** 11:19 61:4  
**mapping** 53:14  
**March** 11:2  
**marine** 6:14,18,19 7:2  
7:10,16 8:20 9:10,12  
11:6 15:14 23:25 27:4  
59:14 60:11,13

**marine-related** 6:24  
**mariners** 70:15  
**maritime** 23:9 33:6,19  
 34:2,4 48:5,13,20  
 49:24 50:11 51:19,25  
 73:17,20  
**maritime's** 19:21  
**Maritime-type** 22:2  
**market** 76:1  
**Marriott** 1:10  
**master** 26:9 61:16  
**master's** 26:7  
**masters** 30:2 72:10  
**match** 76:4  
**mates** 39:2  
**matrix** 27:23 30:16 79:1  
 79:2  
**Matson** 76:6  
 ■ 1:16 5:18 48:4  
**matter** 60:9 70:24 79:20  
**Matthews** 49:5  
**McDonnell** 7:14  
**mean** 12:9 17:22 18:19  
 26:9 27:15 28:22  
 33:20,20 37:11 38:4  
 39:22 45:4 47:15 49:6  
 50:7 52:19 65:4 71:4  
**meant** 44:25  
**MEBA** 7:2  
**mechanical** 7:15,24  
**medical** 26:15  
**meet** 69:17  
**meeting** 39:6  
**meetings** 20:17,20 39:4  
 39:9 54:15 58:20 78:1  
**Melissa** 1:18 5:11  
**member** 41:9,25 42:1  
**members** 3:22 35:25  
 41:11,14 71:20  
**memo** 62:16  
**memory** 78:12  
**mentioned** 14:10 19:3  
 27:3 42:13 45:21 48:5  
 56:11 64:17 73:13  
 74:11  
**Merchant** 7:2  
**met** 49:4  
**Mgr** 60:12,13  
**Miami** 1:12 57:21  
**Mick** 40:7 41:12,16  
**Middle** 75:24  
**midnight** 55:10  
**Mike** 1:15,18 5:20 12:8  
 20:24 31:23 32:1 36:6  
 41:20 47:2 49:25 51:2  
 56:10 59:21 64:13  
 65:7 68:25 72:8  
**mile** 23:11

**miles** 56:24  
**military** 75:25  
**mind** 2:9,11 8:15 70:20  
**mine** 47:10  
**minimal** 21:24 24:9  
**minutes** 26:13  
**Mirrorhead** 22:20,21  
**misspoke** 65:3  
**Mitch** 24:11 36:5 40:12  
 52:10  
**Mobile** 75:16,19 76:3  
**mode** 46:8  
**Moffatt** 16:9,15  
**moment** 8:23 45:20  
 59:11  
**money** 30:8,9  
**monitors** 53:13  
**month** 14:23  
**morning** 55:11  
**morphed** 7:12  
**Morrell** 19:2 30:5 41:22  
 41:25 42:13,20 60:24  
 61:11  
**Morro** 76:5,24 77:1  
**move** 50:13  
**moved** 14:15 17:15  
 35:25 36:2 53:10  
**movement** 51:23  
**moves** 59:12  
**moving** 74:14  
**MSC** 19:22,23 20:1  
 22:19,20 24:9  
**myriad** 26:14

---

**N**


---

**name** 6:9,21 7:14 16:10  
 16:11 19:25 25:3  
 33:24 44:12 50:20  
 53:24 54:19,21 57:13  
 57:13 58:9,9 59:18  
 67:19 75:18 79:12  
**National** 1:1,24 5:23  
**nautical** 18:8,14 20:7,9  
 48:10,14 49:11  
**naval** 55:13  
**navigation** 39:12  
**near** 56:23  
**necessarily** 41:6 42:10  
**need** 44:19 49:6,7 53:1  
 54:7 55:4 58:3,24  
**needed** 10:11 12:5  
 19:14 45:22 54:8  
 55:25  
**needs** 15:15 18:21  
**never** 30:13 68:4  
**new** 10:2 14:19 15:1,2,3  
 17:13,15 33:23 35:25  
 38:25 44:17,23 46:8

47:10,18 52:11 54:20  
 61:4 62:12,18,19,21  
 69:15,20 71:11,19  
 72:3 74:9 76:19,21  
**Nichol** 16:9,15  
**nine** 36:3  
**Nolan** 49:21,23 51:21  
**non** 78:14  
**non-conformities**  
 78:19  
**North** 74:7  
**Northern** 76:3  
**note** 6:7 66:4  
**notes** 41:14 43:24 44:5  
 53:16  
**notice** 23:24  
**noticed** 16:18 62:12  
**notification** 55:2 67:16  
 67:21  
**notified** 52:17 53:5  
 67:16  
**notifying** 50:3  
**November** 8:7  
**NTSB** 1:4,14,15,15,16  
 2:14,19 3:17 5:5,7  
 8:17 16:18 18:13  
 22:10 23:22 31:1  
 35:18 44:11 56:14  
 64:16  
**number** 27:4 36:1 52:11  
 64:19,22  
**numbers** 22:14  
**numerous** 76:10

---

**O**


---

**O'Donnell** 1:17 5:3,3  
**objections** 3:12  
**observations** 78:19  
**obvious** 4:13 62:20  
**obviously** 45:4 46:13  
**occasion** 40:12  
**occurred** 2:7 75:6  
**Ocean** 8:9 75:15,25  
**October** 1:5,9  
 ■ 1:18 5:20,20  
 49:25,25 50:9 59:21  
 59:21 60:2,5 68:25,25  
**off-hires** 7:11  
**offer** 2:14 72:9  
**offered** 7:4 8:11  
**office** 11:21 14:16,18  
 14:21 15:1,16 17:9  
 21:21,22,23 33:7  
 37:15 39:3 40:24 41:2  
 42:2 52:20,21 53:8  
 70:4  
**officer** 70:24  
**officers** 43:6,8,11

**offices** 14:22  
**official** 25:3 26:12,18  
 55:2  
**oh** 29:10 54:4 58:5  
 63:24 64:15 72:23  
**okay** 2:25 3:5 4:20 6:19  
 9:11 10:22 13:14 14:5  
 14:6 17:5,10,17 20:4  
 20:11,19 22:8 24:16  
 25:24 30:25 31:5,18  
 31:22 32:6 33:14 34:6  
 35:22 37:7 38:15,18  
 43:13 44:4,9 45:19,19  
 50:9,18 51:1,21 52:16  
 56:10 59:1,20 60:14  
 61:5 65:6 66:25 67:13  
 68:2,5,18,24 69:7,10  
 70:20 71:23 72:21  
 73:3 74:10 77:10,15  
 77:25 78:8,18,23,23  
 79:7,15  
**old** 33:24  
**on-hires** 7:11  
**once** 34:17 46:2 52:19  
 52:20 53:22 74:23  
 76:12  
**one-day** 70:12  
**one-off** 19:8  
**ones** 71:11 73:9  
**online** 29:3 47:22 75:22  
**open** 6:5 52:14  
**operate** 50:14  
**operates** 50:15 51:8  
**operating** 33:9  
**operation** 5:14 18:3  
 23:9,10 31:20 50:22  
 51:11 57:25 66:21  
 74:6  
**operational** 51:9  
**operations** 5:19 18:8  
 18:14 20:7 22:2 23:25  
 34:13 45:22 48:10,14  
 48:15,18,20 49:11  
 60:12,13 64:2  
**opinion** 69:7  
**opportunity** 2:22 19:13  
**opposed** 39:11  
**ops** 16:20 24:1 26:24  
**Orcas** 75:22  
**org** 16:19 22:13 23:23  
**organization** 11:1 15:4  
 25:25 51:7 63:23  
 64:10,25 71:24  
**organizational** 9:2  
**orientation** 71:13  
**originally** 24:5 36:13  
 55:8,10  
**outline** 71:16

outlined 67:6  
 outlines 71:14  
 overall 31:25 32:7  
 oversee 15:19  
 overseeing 35:2  
 oversees 18:3  
 oversight 18:7,14 20:7  
 20:9 34:13 35:1,4  
 48:9,14 51:22 69:11  
 73:14  
 overview 21:17  
 owned 54:20  
 owner 49:17  
 owners 54:13

# **P**

**P-E-T-E-R-S-O-N** 6:11  
**P-R-O-C-E-E-D-I-N-G-S**  
 2:1  
 p.m 2:2 60:10,10 79:21  
 Pacific 7:10  
 pamphlets 71:8  
 parameters 28:18,25  
 part 5:3 8:8,17 16:4  
 20:16 21:2 23:2,19  
 26:4 27:23 32:6,15  
 37:21 40:25 41:4,7  
 47:14,15 52:17 59:23  
 60:12,13 62:8 63:3  
 64:24 66:21 70:6  
**PARTICIPANT** 25:4  
 44:13,19 45:12 63:19  
 63:25 64:8,12 74:23  
 75:9  
 participate 3:23 42:22  
 participated 39:25 42:1  
 participating 5:16  
 41:23  
 particular 6:3,4 36:7  
 45:10 62:17  
 parties 74:25  
 parts 23:13,17 33:15  
 73:1,3,10  
 party 3:21,22  
 Pasha 25:22  
 Patty 11:22 12:9,11  
 15:3 17:8 24:2,5  
 34:15 35:15 53:15  
 pause 16:16  
 pay 23:20  
 people 12:6 15:1,4,12  
 17:8 21:6,19 22:14  
 23:4 26:3 30:21 36:1  
 36:3 38:24 43:2,23  
 44:22 47:12,20 49:2  
 51:17 52:5 54:20,21  
 57:24 62:20 69:22,24  
 70:4 73:19

people's 45:2  
 percent 11:9 12:16,25  
 14:11 15:23 16:3 28:6  
 28:8 31:25,25 32:4  
 47:7  
 percentage 11:7  
 perform 21:1  
 performance 5:8,10,12  
 5:16 27:22 30:7  
 permanent 7:4  
 person 13:12 18:4 20:1  
 29:12,13  
 personal 3:2,3,10 28:13  
 personally 65:8  
 personnel 21:13 29:7  
 38:9,19,20 40:1  
 persons 52:6  
**Peterson** 1:7 2:5,5,8,11  
 2:25 3:4,16 4:20,22  
 6:7,8,10,10,12,14,18  
 6:22 7:1,14 8:19,22  
 9:4,7,9,14 10:2 11:4,8  
 11:13,17 12:10,19  
 13:2,5,8,13,15,18,22  
 13:25 14:3,8,14,25  
 15:9,17,21 16:1,9,15  
 16:22 17:1,7,11,15,20  
 18:1,9,16,19 19:5,18  
 19:23 20:3,8,14,15,18  
 20:21,23 21:4,8,11,14  
 21:22 22:4,6,12 24:2  
 24:4,15,20,24 25:2,5  
 25:8,14,21 26:3,8,11  
 26:23 27:2,7,10,12,15  
 27:18,20,22 28:9,12  
 28:15,20 29:1,10,14  
 29:17,23 30:1,3,17,21  
 30:24 31:3,7,13,18  
 32:1,9,18,25 33:13,17  
 33:23 34:3,8,14 35:3  
 35:6,10,12,21,24  
 36:17 37:1,5,9,11,18  
 37:23,25 38:3,7,11,13  
 38:16,21 39:8,17,22  
 40:4,7,18,24 41:2,6  
 41:12,18,21,24 42:15  
 42:17,24 43:7,12,18  
 43:23 44:7,16,20  
 45:13,19,25 46:21,23  
 46:25 47:4,9 48:16  
 49:14 50:6,16,19 51:5  
 51:10,15,24 52:3,8,19  
 53:20 56:12,20 57:5,9  
 57:20 58:5,15 59:1,4  
 59:8,16,19 60:1,4,6  
 60:11,13,15,18,19,22  
 61:1,9,14,17,24 62:4  
 62:24 63:5,12,16,24

64:3,11,20,23 65:1,3  
 65:11,14,18,21,25  
 66:10,15,20 67:3,11  
 67:20,23 68:1,4,8,11  
 68:15,23 69:3,9,12  
 70:22 71:6 72:1,6,11  
 72:15,18,23 73:2,5,8  
 73:15,18,22 74:1,13  
 74:19 75:8,11 77:9,13  
 77:17,21 78:2,5,13,17  
 78:21 79:4,8,14  
**Peterson's** 5:2  
 phase 47:22  
 phased 47:23  
**Phil** 13:22 18:21 30:5  
 41:22,22,25,25 42:3  
 42:13,13,18,20  
**Philadelphia** 76:1,12  
**philosophy** 42:5  
**Phils** 42:13  
**phone** 36:15,20 53:8,24  
 56:15 58:14  
**phones** 8:25  
**phonetic** 7:3 19:9,21  
 22:19,20 23:19 25:22  
 26:2 30:22 36:6 39:10  
 40:21 46:4 52:14  
 53:23 54:10 55:23  
 59:15,25 61:19 62:14  
 65:21 67:14 68:21  
 76:7 79:2  
**physically** 42:23  
**pick** 55:13  
**pipeline** 24:19 25:13  
**place** 29:5 35:23  
**plan** 54:16  
**planes** 56:23  
**plant** 10:8  
**platform** 74:6  
**please** 4:4 8:15,25 25:9  
 38:12 48:3 65:20 66:5  
 74:23 78:4  
**pocket** 67:23  
**point** 12:7 19:25 28:20  
 42:12  
**points** 29:2  
**Ponce** 45:1 54:10  
**port** 8:3 18:25 19:3,7,10  
 19:17 20:2 21:15  
 23:11 24:7 33:6,18  
 37:13 38:4,13 48:21  
 48:23 55:1,3 64:4  
 67:5  
**portion** 66:7  
**portions** 66:16,17 75:5  
**position** 6:13,25 8:11  
 8:20 13:16 14:5 16:19  
 16:25 17:4,18 18:7

19:4,12,16 38:6,16,20  
 44:21 47:10 50:5  
 65:12  
**positions** 43:5  
**possible** 59:8  
**posted** 67:17  
**power** 7:24 52:14  
**powers** 3:20  
**practices** 43:16  
**prepared** 6:25  
**present** 1:21 60:24  
**president** 13:22 48:19  
 49:24 78:6  
**presidents** 78:6  
**press** 79:6  
**pretty** 12:3 16:6 21:24  
 46:3,11 54:11 58:18  
**previous** 11:17 31:16  
**previously** 11:16  
**prior** 14:11 76:2  
**priorities** 69:1  
**priority** 50:13  
**pro** 2:9  
**pro-rated** 29:15  
**probable** 3:19 4:1  
**probably** 3:18,21 11:8  
 12:22,23 28:23 34:17  
 41:17,18 52:20  
**problem** 79:6  
**problems** 2:23  
**proceed** 4:24 53:1  
**proceeded** 55:12  
**process** 22:23 36:18  
 38:9,25 41:1,4 50:1  
 54:6 57:12 58:10 59:3  
 61:3 62:2 63:3  
**processor** 22:16 23:20  
 26:1,1  
**produced** 1:23  
**products** 11:7  
**profitability** 28:21  
 30:12  
**program** 66:24  
**programs** 33:4  
**progress** 53:25 78:19  
**progresses** 78:25  
**project** 11:12 12:15,18  
 12:20  
**projects** 11:16,17  
**pronouncing** 19:6  
**property** 24:7  
**proposal** 16:22  
**proposals** 15:11  
**provide** 2:21 11:14  
 15:12 19:24 20:7  
 51:22 67:4 71:2,5  
**provided** 1:23  
**provider** 9:17

**provides** 20:9 69:10  
71:1  
**providing** 57:19 69:15  
**public** 2:17  
**Puerto** 23:9 34:5 48:5  
48:13,20 49:24 50:11  
50:24 51:4,20 73:17  
**pull** 17:22 54:5,8 71:8  
**pumps** 10:16 55:21  
**purchase** 21:20,21,22  
**purchased** 10:14  
**purchasing** 9:16 12:4,4  
14:3 15:2 21:19 22:3  
22:9,11,15,24 25:18  
32:11 33:12  
**pure** 76:7  
**purpose** 2:12  
**purposes** 23:15  
**purview** 27:9  
**Pusatere** 44:13,14,16  
**put** 2:22 21:24 33:8  
50:23 53:20 58:11  
69:23 70:3 76:4,23  
77:4  
**putting** 61:4

## Q

**quarter** 8:6 10:10  
**question** 4:6,15 6:2  
10:24 13:10 23:23  
40:1 41:17,21 47:6  
49:9 56:16 61:11  
64:14 65:8 66:4,6,7  
68:19,19 69:5 79:9  
**questioning** 4:10  
**questions** 3:13,14 4:21  
6:3,6 10:22 16:17  
20:12,25 22:9 29:20  
34:9 39:9,16,17,20,21  
40:2,6,8,8,9 43:14,22  
48:1 60:17 61:25  
63:18 66:2 74:21  
78:10,11 79:16,17  
**quick** 16:6 50:1 54:11  
60:6 65:7 75:4  
**quickly** 53:4  
**quit** 7:6,17 16:5,8 30:12  
**quite** 4:12 19:6 22:22  
22:22 35:14 54:10  
66:5 76:14

## R

**ramp** 76:11  
**ramped** 12:22 14:11  
16:2,5  
**ramping** 15:1  
**ramps** 76:10  
**Ran** 75:20

**range** 39:9  
**rate** 28:9,10  
**rates** 28:3  
**re-interviewed** 4:17  
**reach** 18:24  
**ready** 14:17 74:8  
**real** 50:1  
**really** 12:5 19:12 23:4  
24:9 30:6 32:9,14,19  
49:20 50:7 51:11,19  
52:9,22 54:3 57:25  
59:4  
**reason** 2:4 3:25 29:24  
76:14  
**reasoning** 76:17  
**recall** 59:17 78:21,22  
**receipt** 23:19  
**receive** 23:13  
**received** 23:14,16  
**recollection** 78:9  
**recommendations** 4:3  
31:12 35:8  
**record** 2:9 4:11,12  
25:11 28:19 43:21  
45:18 60:10 79:21  
**recorded** 56:17  
**recording** 56:16  
**records** 72:5 78:24  
**reduction** 28:2,5,7,8  
**reference** 2:6  
**reformed** 46:17  
**refraining** 3:13  
**refrigerated** 51:18  
**regard** 66:6,7 77:19  
**Regarding** 64:17  
**regards** 63:19  
**regular** 11:19 26:14  
37:21 48:25  
**regulations** 67:3  
**regulatory** 3:20 10:17  
**reinstated** 30:14  
**related** 9:25 26:10 30:6  
60:21  
**relating** 61:7  
**relations** 78:7  
**relationship** 7:18 23:3  
48:16,17,21,23 49:2  
**relatively** 17:14  
**rely** 48:10,11  
**remember** 16:11 40:13  
43:24 44:12 47:9  
50:20 53:23 54:4,18  
77:22 78:10 79:5  
**remind** 13:16  
**reorganization** 8:7  
**rephrase** 4:10  
**replaces** 77:3  
**reply** 3:14

**report** 13:21 14:6 27:5  
36:24 37:2,3 68:7,21  
**reportable** 28:3  
**reportables** 28:15  
**reports** 10:22 13:24,24  
15:18,20 21:9,10,11  
24:13 77:8,11  
**representation** 40:11  
**representative** 2:19 3:2  
3:3,7,8,10,11 5:2 7:23  
8:9  
**request** 62:5 74:3  
**requests** 15:11  
**required** 3:7 19:11 24:6  
24:7 78:24 79:3  
**requirement** 19:9,16  
20:2  
**requirements** 64:7  
69:17  
**requires** 19:16 55:1  
**research** 72:19  
**resource** 18:20,22  
59:25 60:3  
**resources** 53:11  
**respect** 57:23  
**response** 32:5 34:11  
35:5,20 36:23 56:19  
57:2,19 68:17 73:25  
**responsibilities** 11:11  
32:8 47:7  
**responsibility** 32:7  
71:25  
**responsible** 18:17  
35:19 50:2,3 72:4  
**resumed** 60:10  
**resuming** 60:15  
**retained** 44:6  
**retention** 38:19  
**review** 2:20 21:6 26:7  
26:11,13 32:16 58:20  
77:8,23  
**reviewed** 39:21  
**reviewing** 72:5  
**reviews** 77:16,19  
**revisions** 62:15,19  
**revisit** 4:6  
**rewritten** 61:5  
**Rich** 44:16  
**Richard** 16:12  
**Rico** 23:9 34:5 48:6,13  
48:20 49:24 50:11,24  
51:4,20 73:17  
**riders** 71:21  
**right** 4:23,24 11:4,8,22  
15:22 17:16 19:7 24:8  
24:22,24 25:14,14  
27:12,12 30:13,24  
31:14 32:19 36:21

37:7 44:20 45:7 53:5  
59:1 61:5 63:12 64:21  
65:25,25 67:8,23 68:1  
68:10,12 71:12  
**risks** 61:23  
**river** 74:14  
**RO/CON** 76:7  
**RO/RO** 76:7,9  
**Robertson** 36:6  
**Robinson** 44:12 45:11  
**Rodriguez** 49:4  
**Roffy** 5:23 18:13  
**role** 20:10 53:19 67:13  
**rolling** 46:2 53:22  
**Ronald** 49:4  
**room** 3:6 4:24 8:14  
16:17 25:16 34:18  
37:19 48:1 52:22  
53:11,12,14 57:22  
74:22  
**Roth** 5:22 18:12  
**Roth-Roffy** 1:14 5:22  
18:11,17 19:2,15,20  
19:24 20:4 64:14,16  
64:16,22,24 65:2,6  
**round** 43:25  
**routing** 51:7  
**run** 51:1,3  
**running** 10:9 45:14

## S

**safety** 1:1,24 2:13 5:23  
9:6,15 16:20 17:2,21  
17:25 18:1 20:17,20  
24:1 26:10,13 27:5,8  
27:9,23 28:18 34:13  
34:23 35:2 45:4,8,22  
45:23 46:14,15 47:14  
47:23 48:9,14 49:9,10  
49:11 60:20,21 62:3  
63:1,3,5,14,21,25  
64:9 65:9,23 66:6,8  
66:18 67:6 68:6,14,16  
69:2,2,5,8,18,25 70:8  
70:19 71:16 73:14,18  
77:20 79:9,13  
**safety-related** 61:8  
**sail** 7:5  
**sailed** 7:2,6  
**sailing** 7:6,17  
**salaried** 27:17,18  
**salary** 27:15,17  
**Saltchuk** 54:13  
**salvage** 53:21 54:20  
55:13 56:12  
**San** 70:6  
**Saturday** 57:21  
**saw** 72:20

**saying** 33:22 57:16  
**says** 9:5  
**SBX-1** 19:7  
**scarred** 46:12  
**schedule** 42:25 43:2  
**scheme** 51:9  
**school** 7:3 72:12,14  
**scrapped** 77:1  
**screen** 53:12  
**scuttle** 52:14  
**sea** 7:20,22 8:2 14:22  
     23:9 28:1 30:4 31:8  
     33:6,17,22 34:2,4,6  
     47:17 59:25 74:17,17  
     76:1  
**Sea-Land** 7:5,6  
**Seattle** 42:21  
**second** 76:9 77:4  
**seconds** 37:20  
**section** 65:2  
**secure** 54:3  
**security** 26:16  
**see** 14:5,6 25:25 27:1  
     29:19 36:22 37:19  
     41:14 46:18 56:8  
     62:21 63:17 71:8,24  
**seeing** 28:24  
**seen** 9:1 27:24 38:7  
     72:19  
**select** 38:24  
**selected** 44:5 50:4,5  
**selection** 41:8,11  
**self-sufficient** 12:3  
**send** 26:13  
**sending** 24:20  
**sends** 23:14 67:22  
**senior** 38:9,19 40:1  
     43:5,8,10  
**sent** 9:3  
**Sentry** 54:3 56:2  
**Serridge** 1:18 5:11,11  
**served** 58:17  
**service** 75:23 76:13,18  
     76:24,25 77:2,5  
**services** 1:18,19,20  
     5:12,13 6:15,18,19,22  
     8:17,21 9:6,10,13  
     11:6 15:15 21:17 27:5  
     29:3 41:22 48:6,9  
     61:12,16 73:14  
**sessions** 74:2  
**set** 30:8 32:10,12 39:16  
     58:18  
**sets** 32:13  
**Seventh** 1:12  
**severe** 68:13  
**severity** 68:13  
**shallow** 54:8

**shape** 15:16 76:15  
**shared** 29:3  
**sheet** 67:17  
**sheets** 26:14  
**Shepherd** 1:19 5:15,15  
     13:9,9,14 66:3,3,13  
     66:16,25 67:8,13,21  
     67:24 68:2,5,10,12,18  
     68:24 77:7,7,10,15,18  
     77:25 78:3,8,14,18,23  
     79:6  
**ship** 10:5,17 22:25,25  
     23:16,18 24:9,11  
     30:21 37:17 47:18  
     52:13 54:8 55:24  
     69:25 70:13 71:15,16  
     71:22 72:10,14 73:5,6  
     73:12 74:12,14 75:15  
     75:16 76:7,10,12 77:2  
     77:4  
**ship's** 49:17 75:5  
**ship-specific** 71:2,13  
**shipboard** 21:12 27:9  
     63:2 72:5  
**Shipping** 5:16 13:10  
**ships** 7:22 8:1,10 9:21  
     10:1,2,7,12 15:15  
     21:20 22:17,18,19  
     25:19,20,22,23 30:17  
     30:18 33:16 37:14  
     38:10,25 43:9 44:17  
     44:23,23 45:14 46:8  
     46:11 47:23,25 48:25  
     49:22 62:17 67:4,17  
     69:13,15 71:4 73:10  
     76:6,16,19,21 78:15  
**Shipyard** 75:18,19  
**shoreside** 7:16 20:17  
     20:20 21:21 22:4 42:5  
     48:17 63:8,9,11 64:1  
     64:4,17 66:14 73:24  
     74:19 79:9,13  
**shortly** 3:5 56:2  
**shows** 67:18  
**side** 18:4 22:23 23:6  
     26:4 35:15 40:11  
     46:14 47:12 51:12  
     70:8 76:11  
**sign** 62:22  
**signature** 26:12  
**Signet** 59:14  
**signing** 26:18  
**silenced** 8:25  
**similar** 30:4  
**similarly** 42:7  
**simple** 32:10  
**Simultaneous** 25:6  
**single** 8:9

**sir** 4:22 9:4 18:16 20:15  
     35:3 66:15 69:3 70:22  
     73:15  
**sit** 20:17 34:18 39:3,5  
     42:6,9 71:20  
**site** 56:1,2  
**sitting** 11:22  
**situation** 10:3 39:14,14  
     57:16,17 58:13 68:9  
     68:13  
**SIU** 70:25  
**skid** 10:16  
**slated** 44:17  
**small** 18:20,23 21:23  
**smaller** 54:3,5  
**smoker** 46:17  
**SMS** 62:19 63:18,19  
     65:21,22  
**solely** 21:20 63:2  
**solicit** 6:2  
**solution** 9:20 10:6,12  
     34:22  
**somebody** 17:2  
**sorry** 6:17 16:13 18:11  
     23:22 25:8 58:5,5  
     64:15 78:22 79:4  
**sort** 48:15  
**sorts** 49:12  
**sounds** 11:4  
**source** 75:9  
**sources** 12:21  
**South** 70:10  
**spare** 33:15  
**spares** 73:1,4  
**speak** 25:11 31:7  
**speaking** 17:14 25:6  
     43:10 57:2  
**spearheaded** 70:11  
**specific** 35:13 71:5  
**specifically** 27:2 33:11  
**speculate** 51:10  
**speed** 15:5,8 58:16  
**spell** 6:8 58:9  
**spent** 47:7  
**spoke** 46:4  
**spoken** 30:5  
**spread** 17:7  
**SSAS** 61:19  
**standard** 64:18 79:11  
**standardize** 43:13  
**standards** 71:1  
**Star** 7:20,22 8:2 14:22  
     23:9 28:1 30:4 31:9  
     33:6,18,22 34:2,4,6  
     76:1  
**starboard** 76:11  
**start** 33:3 53:14 68:16  
**started** 7:9 8:4,12 13:16

    46:2,5 53:22  
**starting** 4:24 7:22 16:3  
     61:11  
**stated** 8:20 61:11  
**station** 55:8  
**stay** 45:13  
**steam** 7:15,23 8:1  
     45:14  
**step** 70:17  
**Stith** 1:19 5:13,13  
**stop** 10:20 29:19 49:22  
     63:17 66:1  
**stopped** 30:11  
**storage** 55:22  
**stories** 74:24,25  
**storm** 51:7 56:24  
**strictly** 22:6,8 63:8,11  
**strong** 45:21  
**structure** 20:13 52:17  
     53:19  
**struggling** 62:7  
**stuff** 7:16 28:21 46:16  
     47:14,15,19 66:22  
     73:11  
**subject** 64:25  
**subscribed** 61:12  
**suggestion** 62:6  
**summary** 2:16 75:4  
**supporting** 49:12,15  
**sure** 6:10 7:1 8:24  
     12:10 15:5 20:3 23:4  
     25:2 29:17 36:20 44:7  
     44:8 48:25 50:6,6,8  
     51:8 57:4 60:7 61:14  
     62:4 64:6,20 66:5,12  
     66:12 67:15 69:6 72:6  
     72:6 78:13  
**surveys** 7:10,11  
**system** 3:21 17:3 18:2  
     36:16 58:17 60:20  
     61:17,18 62:3,10 63:2  
     63:4,8,10,14,22 64:1  
     64:9,17,19,21,25  
     65:10,10,22,24,24  
     66:6,8,11,18 67:7  
     69:2 77:20 78:25  
     79:10,13  
**systems** 7:16,24,25  
     65:17

---

**T**


---

**T&T** 53:3 54:23 55:21  
     56:8,11,11  
**table** 43:25  
**tabletop** 74:8  
**Tacoma** 42:21 75:21  
**take** 8:23 20:10 44:18  
     44:21 50:24 52:22



60:7 76:24  
**taken** 11:7,11 55:21  
 75:20 77:4  
**takes** 36:13  
**talk** 34:18 37:1,5 42:6,9  
 49:19 58:12,22  
**talked** 4:13 19:8 31:18  
 48:8 50:12 58:19  
**talking** 18:21 22:4  
 30:19,20 31:19 34:4  
 47:13 54:13 58:4,6,8  
 59:22 62:25 68:15,16  
**talks** 37:4  
**tank** 25:13 76:9  
**tanks** 10:14,14,17  
 76:16,20,20 77:4  
**Tanner** 1:22 5:1  
**tasks** 19:13  
**TBD** 26:1  
**team** 9:19,20 16:4  
 35:20,22 36:2,3,11  
 38:23,24 41:8,8,11,25  
 42:1 43:5 68:17 78:2  
**technicians** 22:24  
**telephonically** 42:22  
**tell** 2:18 6:13,23 9:11,12  
 12:9 13:20,23 14:9,12  
 19:18,19 28:17 30:1  
 46:10 50:24 51:22  
 62:2 65:19  
**telling** 62:6  
**ten** 28:6,8  
**term** 46:21  
**terminal** 48:18 49:3  
 69:21 70:4  
**terms** 48:14  
**testified** 67:18  
**testify** 3:8  
**texts** 54:14 58:21  
**thank** 2:4,12 6:12 8:19  
 8:25 12:12 13:7,14  
 17:10 18:10 20:11  
 21:16 23:21 24:16,22  
 25:15 26:6 30:25  
 31:22 44:9 45:12 50:9  
 52:4 59:9,20 60:5  
 64:12 66:1 68:24 72:7  
 77:6 79:7,18  
**they'd** 52:25 72:11  
 73:22  
**thing** 45:6 46:2 48:15  
 58:1,18 75:12  
**things** 26:15,17,23  
 36:10 46:6 49:12  
 53:14 56:6 67:1 70:18  
 77:18,21 78:9  
**think** 3:18 9:1,1 21:1,16  
 21:18 36:2,5 41:7

42:22 43:18 46:4,22  
 47:6 49:18 50:7 51:19  
 53:8 54:4 55:9,10  
 56:18 58:3,15,17,19  
 59:6 62:8 65:3 66:7  
 68:15 74:1,4 75:17  
 77:14 78:25 79:2  
**thinking** 17:1 66:10  
**thinks** 62:9  
**third** 76:9  
**thirds** 37:19  
**thought** 4:14 44:1 53:3  
 54:6 55:7,7 56:21  
 58:1 59:2,5 72:18  
**three** 22:14 25:25 32:22  
 52:20  
**threw** 59:13  
**tied** 27:21 28:18  
**Tim** 49:21,23 51:21  
**time** 6:7 7:17 11:7  
 12:17,25 13:1 17:23  
 18:13 19:12 21:24  
 24:9 26:5 28:3,16  
 36:8,18 39:1,16 40:10  
 42:11 47:8 52:9 55:14  
 55:19 57:17 60:7,14  
 62:12 75:17,19 77:11  
 79:17,19  
**time-critical** 57:15,16  
 57:17 58:13  
**timeline** 75:6  
**times** 27:4 34:20 38:7  
 48:6 67:14 68:3  
**TITAN** 54:19  
**title** 9:9 27:4  
**today** 50:12 60:23  
**told** 44:4 46:13 60:18  
**Tom** 1:14 5:22 18:12  
 64:16  
**tons** 56:6  
**top** 16:11 30:7 76:9  
**totally** 46:16  
**TOTE** 1:18,19,20 5:11  
 5:13 6:13,22 7:20  
 8:17 9:20 21:17 22:2  
 23:9 33:19 34:2,4  
 35:24 41:21 48:5,6,7  
 48:8,13,20 49:24  
 50:11 51:19,24,24  
 60:12,13 61:12 73:14  
 73:17,20  
**Totem** 8:8 22:18 75:15  
 75:24  
**town** 40:22,23 55:4  
**tows** 50:18  
**track** 46:1 62:16  
**tracked** 45:23,25  
**tracking** 23:15

**trained** 70:25  
**trainer** 72:2  
**training** 36:12 53:11  
 69:8,11,12,20,21 70:2  
 70:5,18,21 71:3,5,11  
 71:14,25 72:3,5,9,10  
 78:25 79:1,1,3  
**transcript** 1:23 2:16,20  
**transcription** 2:24  
**Transportation** 1:1,24  
 5:23  
**travel** 15:13 42:25  
**traveling** 40:19  
**trials** 47:17  
**trips** 49:22  
**try** 4:8 6:4 33:23 42:17  
 43:1 44:21 45:3 54:4  
 55:3 77:22  
**trying** 46:7 54:18 55:10  
 59:22 70:18 74:4  
**TSI** 73:14  
**tug** 54:3,5,7,12,24 55:6  
 56:3 59:22  
**tugs** 56:4  
**tune** 46:7  
**tuned** 47:6  
**tuning** 46:20,20,24 47:3  
**turbine** 7:15  
**turbines** 7:24 8:1  
**TVs** 53:12  
**two** 7:9,13 35:16 36:7  
 42:13 56:24 61:12  
 65:16 71:12 75:5 76:6  
**type** 14:12 21:21 29:15  
**types** 36:15  
**typically** 31:5

## U

**U.S** 1:16,17,18 5:20 7:2  
**umbrella** 48:7  
**underneath** 24:11  
 33:12 49:3  
**understand** 2:25 23:7  
 25:13,18 36:14 61:22  
 67:15  
**understanding** 45:9  
 48:13  
**understood** 15:5 34:1  
 61:6 66:5  
**underway** 54:11 55:6  
**union** 43:6,15 70:24,25  
 71:1  
**unions** 69:13,16  
**unselected** 43:14  
**updated** 11:1  
**updates** 62:3  
**updating** 11:19 17:2  
**USCG** 1:12

**use** 60:3 64:4  
**USNS** 25:4  
**usually** 18:25 33:9 39:9  
 73:11

## V

**vacation** 67:22  
**vague** 75:14  
**valuation** 7:10  
**vary** 30:15  
**vehicle** 69:13  
**versa** 69:8  
**version** 62:12  
**versions** 62:18  
**versus** 10:5 57:7  
**vessel** 52:2 57:13 58:9  
 63:15 68:6,14,16 71:5  
 73:5 74:17  
**vessels** 22:7,8,11 30:14  
 37:10 63:6 66:9 72:3  
 72:17 74:9  
**vice** 48:19 69:8 78:6  
**video** 71:18  
**videos** 71:13  
**visible** 63:21  
**visit** 37:14,16 49:17  
**Voyage** 61:17  
**Voyager** 7:5  
**VP** 23:25 49:16 67:19  
**VPA** 67:18,25 68:3  
**VPAs** 67:13

## W

**Wagstaff** 52:12  
**Wagstaff's** 52:11  
**wait** 58:12  
**walk-through** 71:15  
**Walker** 24:11 36:5  
 40:12 52:10  
**Wall** 55:15  
**want** 4:6 11:25 12:1  
 14:20 18:24 33:22  
 45:5,9 46:17 56:5  
 58:20,22 59:11 69:25  
**wanted** 20:20 34:21  
 42:3,9 45:3,6 54:22  
 55:22  
**wants** 42:6  
**warehouse** 23:10,12  
 73:7,11  
**wasn't** 30:6,12 32:1  
 36:19 40:20 41:7 42:1  
 43:7 57:5,8,9 66:4  
**watch** 71:21  
**watches** 47:19  
**watching** 47:20  
**water** 52:13,15  
**way** 11:21 15:16 29:8

31:3 32:10 43:21 45:23 46:1 58:14 <b>we'll</b> 2:21 6:2 36:18 47:5 49:21 <b>we're</b> 2:4 3:18,23,25 19:11 24:7 28:5 33:5 42:6 49:14 55:3,23,24 56:13 57:2 60:15 61:3 62:14 64:3 69:15 70:2 70:18 71:10,11 74:24 <b>we've</b> 10:12,14 11:18 22:18 33:7 38:22 44:4 46:11 48:8,19 49:18 53:2 58:19 60:17 62:25 66:20,22 69:16 69:19 70:3,4,9 74:7 74:24 <b>wearing</b> 46:5 <b>weather</b> 51:7 61:12,15 61:19 <b>weather-related</b> 61:23 <b>Wednesday</b> 1:9 <b>week</b> 34:17 <b>weeks</b> 33:24 <b>welcome</b> 3:9 <b>well-trained</b> 70:15 <b>went</b> 7:8,17 47:17 57:12 60:9 79:20 <b>weren't</b> 47:10 56:22 <b>West</b> 75:20 <b>Wheeler</b> 24:8,10,18,18 24:25 25:1,4 <b>white</b> 53:13 <b>wide</b> 29:10,11 <b>wonderful</b> 58:2 <b>wording</b> 57:3 <b>words</b> 50:22 70:24 <b>work</b> 7:13,23 16:10 30:10 31:6 42:5 52:9 55:16 76:2,13 <b>worked</b> 16:9,13 31:21 36:11 37:12,20 <b>working</b> 14:14,22 31:9 31:10 33:19 35:17 46:10,12 54:23 55:23 64:8 75:24 <b>workload</b> 15:24 <b>works</b> 26:4 33:12 42:20 58:21 <b>world</b> 40:19 54:15 <b>worry</b> 47:24 <b>worst</b> 53:2 <b>worthwhile</b> 62:9 <b>writes</b> 23:14 <b>written</b> 37:3 <b>wrong</b> 51:3	<b>Y</b> <b>year</b> 9:18,22,25 10:10 10:11 12:17 13:5,5 14:24 27:24 30:11,16 30:16 31:4,4,16,19,20 31:21 33:1 <b>years</b> 7:7,13 31:16 32:22 35:11 36:8 37:12,20 45:16 72:23 75:21 76:14 <b>yell</b> 11:24 <b>yesterday</b> 13:11 69:23 <b>Young</b> 1:16 5:5,5 19:6 22:10,10 23:21 44:10 44:10,14 <b>Yunque</b> 71:3,3 76:5	<b>4</b> <b>40</b> 69:24 <b>5</b> <b>500</b> 42:21 <b>53-foot</b> 10:15 <b>6</b> <b>7</b> <b>7:30</b> 52:10 <b>8</b> <b>80</b> 56:6 <b>85</b> 11:8 12:16,25 14:11 15:23 16:3 47:7 <b>9</b>
<b>X</b>	<b>Z</b> <b>zip</b> 42:22 <b>0</b> <b>1</b> 1 1:5 31:24 60:12 <b>1:16</b> 2:2 <b>10.14</b> 60:11,12 <b>1321</b> 6:8 <b>14</b> 1:9 14:25,25 <b>1444</b> 60:14 <b>15</b> 13:4 <b>1510</b> 79:18 <b>17</b> 60:11,12 <b>1979</b> 7:1 <b>1988</b> 7:4,8 <b>1st</b> 15:23 <b>2</b> 2 60:13 <b>2:30</b> 60:7,10 <b>2:44</b> 60:10 <b>20</b> 35:11 <b>20-plus</b> 36:8 <b>2000</b> 7:22 <b>2003</b> 7:6,17 <b>2010</b> 7:19 8:2,5 30:11 76:2 <b>2011</b> 8:6,6 <b>2013</b> 8:12 <b>2014</b> 8:12 13:19 31:20 <b>2015</b> 1:5,9 11:2 <b>24</b> 55:1,8 <b>24-hour</b> 55:1 <b>25</b> 10:14 <b>3</b> <b>3:10</b> 79:21	

C E R T I F I C A T E

MATTER: El Faro Incident  
Accident No. DCA16MM001  
Interview of Lee Peterson  
Miami, FL

DATE: 10-14-15

I hereby certify that the attached transcription of page 1 to 91 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



**NEAL R. GROSS**

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

[www.nealrgross.com](http://www.nealrgross.com)

TABLE OF CORRECTIONS TO TRANSCRIPT OF INTERVIEW FOR  
KENNETH LEE PETERSON TAKEN ON  
OCTOBER 14, 2015

PAGE NUMBER	LINE NUMBER	CURRENT WORDING	Suggested Wording	NTSB Response
8	12	when	and	Do not agree, transcription is correct
22	17	the	them	Do not agree, transcription is correct
22	20 & 21	Mirrorhead	MARAD	Agree
23	3	--	call.	Do not agree, transcription is correct
23	1	chief, major	Chief Mate	Agree
23	18	EMOS	AMOS	Agree
23	19	receipt part	receipt of the part	Agree
31	20	then	there	Agree
33	6	port maritime	TOTE Maritime	Do not agree, transcription is correct
36	6	Robertson	Roberts	Agree

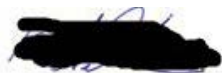
36	19	is,	is supposed to,	Do not agree, transcription is correct
37	18	captain, go	captains. I go	Do not agree, transcription is correct
37	19	room. I'll	room and I'll	Do not agree, transcription is correct
38	25	process going	process we're going	Do not agree, transcription is correct
46	4	Jean	John	Do not agree, transcription is correct
47	9	you	you've	Do not agree, transcription is correct
47	10	mine	that mine	Do not agree, transcription is correct
53	23	Joann (phonetic)	Joann Hanzel	Do not agree, transcription is correct
54	10	Ponce (phonetic)	Ponce, Puerto Rico	Do not agree, transcription is correct
55	22	storage	stores	Do not agree, transcription is correct
56	22	anything can	anything that can	Do not agree, transcription is correct
59	24	Dante	Yunque	Agree

67	18, 25	VPA	DPA	Agree
68	3	VPA	DPA	Agree
76	11	or	on the	Should be "...after, um, starboard side..."

If to the best of your knowledge, no corrections are needed kindly circle the statement "no corrections needed" and initial in the space provided.

NO CORRECTIONS NEEDED. \_\_\_\_\_ Initials

Kenneth Lee Peterson \_\_\_\_\_ Printed Name of Person providing the above information



\_\_\_\_\_  
Signature of Person providing the above information

November 8, 2015 \_\_\_\_\_ Date